

# JOINT PROGRAMME ON RURAL WOMEN'S ECONOMIC EMPOWERMENT (JP RWEE) IN ETHIOPIA

## End Evaluation Report

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## ACRONYMS

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AT-JK	Adamitulu Jidokombolcha (District)
BoWCAs	Bureau for Women and Children Affairs
BoFEC	Bureau of Finance and Economic Cooperation
BoAL	Bureau of Agriculture and Livestock
CSO	Civil Society Organizations
DAC	Development Assistant Committee
FAO	Food and Agriculture Organization
FGDs	Focus Group discussions
FTC	Farmer Training Centers
GTP	Growth and Transformation Plan
HLSC	High-level Steering Committee
IFAD	International Fund for Agricultural Development
IGAs	Income Generating Activities
JP	Joint Programme
JP RWEE	Joint Programme on Rural Women's economic empowerment
KIIs	Key Informant Interviews
M & E	Monitoring and Evaluation
MoANR	Ministry of Agriculture and Natural Resources
MoAL	Ministry of Agriculture and Livestock
MoFEC	Ministry of Finance and Economic Cooperation
MoWCA	Ministry of Women and Children Affairs
NAP-GE	National Action Plan on Gender Equality
NAIF	National Agriculture Investment Framework
NGEAC	Network for Gender Equality in Agriculture Sector
OECD	Organization for Economic Cooperation and Development
PMC	Programme Management Committee
NTWGs	National Technical Working Groups
RUSACCOs	Rural Saving and Credit Cooperatives Organizations
SACCO	Saving and Credit Cooperatives Organizations
SC	Steering Committee
CC	Community Conversation
SWAA-E	Society for Women and AIDS in Africa-Ethiopia
SDGs	Sustainable Development Goals
SDG-F	Sustainable Development Goal Fund
SPSS	Statistical Package for Social Sciences
ToR	Terms of Reference
TWG	Technical Working Group
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNESCO	United Nations Education Science and Cultural Organization
UN Women	United Nations entity for Gender Equality and Women Empowerment
USD	United States Dollars
WEAI	Women Empowerment Agricultural Index
WFP	World Food Programme

## ACKNOWLEDGEMENTS

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This evaluation was conducted from June 15, 2018, to October 30, 2018. In order to accomplish the tasks outlined in the ToR, the team of consultants was dependent on the cooperation of participants from the United Nations Agencies, Federal and Regional Government Institutions, target district level institutions and the beneficiaries (cooperatives and their members). The team appreciates the coordination and facilitation made by Mrs. Simegn Kuma, and Mrs. Etagnehu Getachew from the United Nations Women Office, Mr. Lijalem from Oromia Bureau for Finance and Economic Cooperation, Mr. Ahmed and Mr. Zelalem from Oromia Bureau of Women's and Children's Affairs and Mrs. Dure Yimam from Oromia Cooperatives Agency. Their support helped the team to remain focused and objective. Their comments, guidance, and suggestions were very much constructive. Mr. Lijalem and Mrs. Durie were especially supportive in getting the officials for an interview and focus group discussions and facilitating the ground for the survey work in time pressure. The security context of the country was a challenge – and these experts moderated the schedule in the loopholes of available peace and stability. Without their support, getting top-level officials and conducting the survey effectively and timely would have been difficult.

The team of consultants met with all focal persons, officials (leaders of the implementing institutions), and 6 – 12 focus group discussion participants from eight beneficiary cooperatives and 400 beneficiaries (survey participants). We met 358 of the respondents which is 90%. Each of the participants gave their reflections and shared their own insights with the team members. Effective completion of the data collection process, as planned, was an essential factor in setting the evaluation on the right track, getting substantive and authentic data results. The team believes that the evaluation process was successful in collecting substantive evidence, involving the insights of leaders, experts, beneficiaries and the ways forward as lessons. Therefore, the consultants are thankful for all those involved in this evaluation process.

Finally, I as a team leader would like to extend my heartfelt appreciation for the notable efforts and energy of the consulting team members (Dr. Rahel Jigi, Ms. Rahel Shiferaw, and Ms. Zegeyesh Taye). Specially, I have an immense respect and appreciation for the distinct contribution of Ms. Rahel Shiferaw.

## EXECUTIVE SUMMARY

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### Agriculture Sector context

Ethiopia's state-led development model has delivered rapid economic growth, reduced poverty, and improved social welfare. However, problems related to farm livelihoods, gender equality and women empowerment are pervasive. Interventions to overcome these challenges did not bear adequate results. Despite the effort made to promote gender equality, cultural norms, traditions and related practices continue to impede women's substantive equality. As visible in UNDP<sup>1</sup> (2018) gender inequality index, Ethiopia ranks 121 out of 160 countries— indicating still the significant gender inequality. The gender gaps are manifested in unemployment, lack of access to financial services, and lack of ownership of land and other productive assets. Besides women are underrepresented in the formal sector (30.8%) and earn below men for same work. For instance, women entrepreneurs earn 35 cents while males earn USD1 in Ethiopia. A substantial number of women (67 percent) is employed in the informal sector while men are 33 percent, in this sector both the earnings and job security are low (IFC, 2014)<sup>2</sup>. Recent study by World Bank shows that investing in the dimensions of women's inequality, especially women's entrepreneurship in Ethiopia is expected to benefit the country's economy as a whole. On the basis of this report, "in Ethiopia, a set of measures favoring women's entrepreneurial education and participation in the labour market is estimated to add as much as 1.9 percent GDP growth per year between 2005 and 2030."<sup>3</sup>

On average, rural women farmers perform up to 75 percent of farm labor (on farms) but women only hold 18.7 percent of agricultural land in Ethiopia. Due to lack of sufficient income to purchase improved agricultural inputs and less access to extension services, the rural women produce 35 percent less per hectare as compared to their men counterparts. In addition, women's managed farms are particularly vulnerable to external shocks such as recurrent droughts and are low in productivity per hectare<sup>4</sup>.

Owing to the lack of gender sensitivity of the agriculture sector, gender-responsive financial and nonfinancial services and business plan-driven Income Generating Activities (IGAs) are scarce. Taking into account these facts, the second Growth and Transformation Plan (GTP II) of Ethiopia has made its focus on the rural farm sector. The Joint Programme on Rural Women's Economic Empowerment (JP RWEE) is designed to accelerate the changes in context, mitigate risks and promote favorable conditions for rural women.

### The Joint Programme

In Ethiopia, JP officially started on the 14<sup>th</sup> of November 2014 and was scheduled for completion on the 30<sup>th</sup> of April 2018. The period under review is 2014 - 2018, while the programme under the matching fund is still under implementation. So, this evaluation was conducted in accordance with the evaluation requirements of the SDG-F and the time schedule, whose contribution finalized in April 2018. The overall budget of the JP as of 30 April 2018 was USD 3,188,256. This budget includes matching fund from governments of Sweden USD 1,442,774 and Norway USD 245,482 in addition to USD 1,500,000 from Spain Government through SDG Fund. The JP aims at accelerating the progress towards economic empowerment of rural women (farmers and pastoralists) in two

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<sup>1</sup> UNDP 2018 Human Development Report, Table 5, available at: <http://hdr.undp.org/en/composite/GII>

<sup>2</sup> IFC Dec 2014, Gender Related Investment Climate Constraints in Ethiopia: Diagnostics and Action Points, which was finalized in February 2015. It presents gender inequality facts and figures, gender related investment constraints, problems of doing business for women, diagnostics of programme results, action agenda and gender matrices.

<sup>3</sup> The World Bank, World Development Report 2012: Gender Equality and Development

<sup>4</sup> FAO (2011) The State of Food and Agriculture 2010-11: Women in Agriculture. Rome: Food and Agriculture Organization

pilot regions (Afar and Oromia) with an overall goal of securing their livelihoods and rights in the context of the Sustainable Development Goals (SDGs) and in line with GTP II. The JP has set four interrelated outcomes: 1) Improved their food security and nutrition; 2) Increased their incomes to sustain their livelihoods; 3) Strengthened their voice in decisions that affect their lives; and, 4) Created gender-responsive policy and institutional environment for women's economic empowerment. The JP is implemented by Ministry of Women and Children's Affairs (MoWCA), Federal Cooperatives Agency (FCA), Ministry of Agriculture and Livestock (MoAL), Ministry of Finance and Economic Cooperation (MoFEC) and their district level line offices in Afar and Oromia in collaboration with UN Women, FAO, WFP and IFAD.

### **Gender-responsive and women's rights approach in the evaluation**

The evaluation exercise focused on both broader and specific results of the JP and presented the evidence in terms of relevance, effectiveness, efficiency, sustainability and impact of the outcomes. By collecting and analyzing data from desk reviews and fieldwork, the evaluation generated both substantive evidence and lessons learnt for future directions of the JP. In both evaluation process and reporting, women's voices and needs were given due consideration. The evaluation process was inclusive, participatory and gave due attention to gender relations to ensure gender responsiveness and women's human rights principles.

### **Methodology of the Evaluation**

The evaluation employed a model that focuses on factors affecting women's economic empowerment individually and collectively. It also used the theory of change to assess results and to operationalize women empowerment as a process of societal relations and results of individual efforts.

The evaluation exercise questioned the contribution of the JP towards gender equality and women's economic empowerment in terms of its approach, mode of delivery and results. In order to conduct this exercise, the evaluation used multiple methods that aimed at substantiating evaluative information. The specific methods used are desk review, Key Informant Interviews (KIIs), Focus Groups Discussions (FDGs), beneficiary survey, case study and site visits.

The evaluation used a concurrent mixed research design to collect primary and secondary data. The concurrent design is used for collecting primary and secondary data in parallel. This design also allowed data collection in a phased approach; which were used to generate consistent evidence. The contents, facts and figures from desk review were analyzed and presented to support data from primary sources. The qualitative data results from the fieldwork were analyzed using thematic patterns presented in summaries of cases. The quantitative data from survey response were analyzed using statistical software (SPSS version 23). Using the software, the data is summarized and presented in Tables and Charts. The information from the desk review and fieldwork were assessed using the analytical information from the evaluation model (e.g. evidence of improvements at individual, group and institutional level due to the JP). The improvements attributable to the JP by using the evaluation matrix are presented in appendix 6 (in light of the evaluation criteria and the corresponding evaluation questions).

The political instability in the country during the evaluation period (June 15, 2018, to November 30, 2018), that limited access to certain areas in the country as well as the absence of organized data pertaining to outcome indicators at local levels were limitations encountered by the evaluation team. Due to the instability and time pressure, the survey instruments were not pre-tested. The evaluation team faced challenge of organizing and facilitating the FDGs, collection of stories from beneficiaries, observations and survey questionnaire and key informant interviews in Afar Region. This is because: (a) The implementing partners in the region were reluctant



to cooperate; (b) The temperature in the assignment season was extremely hot and therefore, it was not possible to conduct KIIs, FGDs, case stories collection, observations and the survey from 10:00 in the morning to 16:00 in the afternoon. In order to offset limitations pertaining to data, the desk review was assessed side by side while collecting and evaluating primary data in the field.

Questionnaire items used for this assessment were validated with livelihood, food security and nutrition assessment questions used in similar tools. The evaluation also used triangulation by asking similar questions to participants in the evaluation process with a view to determine actual results.

### Major findings of the Evaluation

The key findings of the JP were presented in line with the evaluation criteria, as per the Terms of Reference.

#### Relevance

**Finding 1:** JP outcomes were in alignment with broader national and international commitments that focus on socio-economic growth, women's rights and working modalities of actors in the development arena.

- At the national level, the JP is in alignment with the pillars 1, 4 and 7 of the GTP II<sup>5</sup> and the outcomes of the United Nations Development Assistance Framework (UNDAF) (2016 – 2020). It is also in alignment with the outcomes of specific women policies of Ethiopia, the Social Protection Policy outcomes and the agricultural transformation agenda priorities and outcomes.
- At the global level the JP is in alignment with the Agenda 2030 and the SDGs, the Paris Declaration on Aid Effectiveness, the Accra Agenda for Action and the Busan commitments.

**Finding 2:** The JP addressed the needs of beneficiaries as identified in the baseline. Additionally, it addressed the different but interlinked areas of gender inequality in an integrated manner. For these reasons, the programme components are relevant.

- As depicted in the women empowerment continuum model, the JP addressed gender inequality at the individual level (e.g. lack of access to and control over resources and services, etc.), societal level (e.g. patriarchal norms that put women in a subordinate position to men) and institutional level (e.g. gender-blind policies, systems and procedures).

**Finding 3:** To help women secure sustainable livelihoods and ensure their economic rights, the JP employed a multi-faceted approach that demands working with different actors.

- The programme benefits from the technical expertise of and financial support gained from the collaborating actors (participating UN Agencies, Civil Society Organization (CSO) and Government institutional partners). The collaboration and partnership improved cooperation and dialogue among actors and build their capacities. However, there were gaps in the coordination and collaboration effort. These include: delay in implementation observed in Afar region during the beginning of the programme since the terms of collaboration between participating UN Agencies and implementing government parties took long time; varying understanding and commitment among stakeholders from the side of the

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<sup>5</sup> GTP II, Pillar 1: "Sustainable Economic growth and Risk Reduction "and; Pillar 4: "Maintaining agriculture as major source of economic growth", and Pillar 7 "Promote gender and youth empowerment and equity".

government, especially at local levels; gaps in flow and quality of information from local level government partners as well as in implementing activities in an order of priority by government partners.

**Finding 4:** The JP was informed by a baseline survey that helped setting indicators in the Performance Monitoring Framework and establishing association between programme outcomes, outputs and activities.

- The Monitoring and Evaluation (M&E) framework used simple measures that were understandable by all stakeholders. However, the M&E framework didn't set enough qualitative indicators to fully document changes in rural women's livelihoods through the implementation of the JP. The way monitoring visits were organized curtails the smooth flow of information among stakeholders, availability of data on results at government implementing partners' level, as well as consensus on solutions to problems and sometimes improvements in implementation.

## Effectiveness

**Finding 5:** The JP support created the basis for the enhancement of frequency and dietary composition of meals consumed by beneficiaries. Increment has been observed in farm productivity thanks to the JP's farm technology and input support. As farm productivity increases, household food supply increases, which also improves the household's food reserve. Increased productivity as well as training on food reserve management enhanced women's control over and management of household food reserve. All these contributed to the programme's effectiveness in enhancing household food security and nutrition.

- As per the project implementation as of April 2018<sup>6</sup> 90 percent of the beneficiary women in Oromia and 35 percent in Afar region are now able to eat three times a day. The result of the survey<sup>7</sup> conducted by the consultant team showed that 93 percent in Oromia and 87 percent in Afar eat three times a day. The baseline was that in Oromia, 87.6 percent eat three times a day and in Afar, 39.9 percent eat three times a day. The discrepancy was due to the different sampling mechanisms used in the two assessments. It could be safely concluded that the JP is effective in bringing about change in frequency of meals.
- Households' daily intake of nutrients has shown improvement in both regions. In Afar, fruits and vegetables were included in the household food menu (14.5 percent which was only 1.4 percent before the JP). In Oromia, 57.3 percent of the beneficiary households now eat fruits and vegetables (which was only 3.3 percent before the JP). In addition to fruits and vegetables, micro nutrient intake improvement by dietary diversity also includes those food groups.
- There was improvement in women's control and management of household food reserves when the baseline data (20.6 percent) is compared with the project implementation as of April 2018 (57 percent) and with the current survey (66.8 percent). KIs and FGDs also asserted that women's control over and management of household food reserves improved. The improvement in household food reserve management was due to the increased food supply from improved productivity gains and training on control and management of household food reserves. As indicated by the current survey, 99.2 percent in Oromia and 98.6 percent in Afar region, improved their food supply from own production.

**Finding 6:** The use of technologies and farm inputs by beneficiary women improved after the JP. The knowledge and technical skills support improved the life skills (such as numeracy skills, reading and writing, financial literacy,

<sup>6</sup> Data pertaining to actual implementation or performance in all of the outputs and outcomes discussed under the effectiveness section is taken from the JP's result framework of SDG-F, as of April 2018.

<sup>7</sup> Current survey refers to the survey conducted by the evaluation team in September 2018.

mobile phones and saving information, etc.) of the beneficiary women and facilitated their access to productive resources. Using the opportunities availed by the JP's support, targeted women were able to earn their own income, create assets (like purchase goats, donkey and cart, built new house, etc. from loan provided by the JP) and change the living style of the household. Families (at the verge of disintegration and migration of family members due to poverty, recurrent droughts, loss of assets and inputs to grow crops, benefited from the JP support, started growing crops) were reunited and were living together.

- As compared to the baseline data, which was ETB 2,878 (USD 137) average per annum for beneficiaries from Oromia and ETB 1,800 (USD 86) Average per annum for Afar, there was impressive improvement. The women beneficiaries used to earn an average annual income of ETB 9,450 (USD 450) per year. The field survey conducted by the consultants showed that the average income of women before the JP was ETB 9,313 (USD 336.40) per year whereas the average income after the JP increased to ETB 21,308 (USD 774.30). The difference observed was due to sample size and probability of those with high income being included; but the improvement within the context was still high. KIIs and FGDs indicated that the beneficiary women's income, apart from sustaining their livelihoods, helped them engaging in business even with value addition, promote saving habit, sending their children to school, construct new houses and see a bright future in their lives. These together enhanced the decision-making power of women beneficiaries within their households.
- Out of the planned target of 1,200 women, according to the JP report, 91.4 percent - 1,097 rural women (about 97.4 percent i.e. 1,069 in Oromia and 2.6 percent i.e. 28 in Afar) obtained access to diversified market. For instance, Bekelcha Beri Milk processing cooperative supplies milk and butter to hotels in the district town. Grain producers from Bedhatu cooperative in Dodola district supplies second generation improved seed to the Oromia Grain Trade Enterprise through unions. Training was provided on marketing, including export opportunities of high value crops. Though we do not have disaggregated data, from the available JP report, with the JP's support some of the women also got the opportunity to be involved in bazaars, conferences and exhibitions. About 20 women leaders from the two regions and 36 women members from the Oromia Region travelled to the Southern Nations Nationalities and Peoples Region for experience sharing. According to the baseline data, in both regions no woman had had access to diversified markets.
- Only 38.2 percent of women in Oromia had access to financial services which were found to be gender insensitive and no women in Afar had access to these services before the JP. But through the JP's support, 86 percent of the rural women (a total of 2170; 1,836 in Oromia and 334 in Afar) has access to start-up capital ranging from 4,000 to 15,000 ETB (145-508 USD) for running IGAs. In Afar, implementation began by establishing cooperatives and together with the lengthy implementation process during the beginning of the project; the achievement recorded is quite successful. The survey results by the evaluation team also confirmed improvements in relation to this specific result.
- The new IGAs initiated by the JP were animal fattening and sales (70.2 percent in Oromia and 50.7 percent in Afar), milk collection, processing and sales (20.2 percent in Oromia and 49.3 percent in Afar) and crop production (9.6 percent in Oromia). Eighty-one percent of 2500 rural women (92 percent in Oromia and 33.2 percent in Afar) benefited from gender-sensitive non-financial services such as organizing women under cooperatives (in Afar region) provision of women friendly technologies, business development services, business skill training, cooperatives management training, and training on agronomic practices.
- The JP enhanced the productivity of women's managed plot/farms. The result of the current survey showed that the average productivity per hectare increases from 3.87 quintals before the JP to 25.05 quintals after the JP.

- Out of the planned 1500 targeted women, 617 (41.1 percent) rural women (567 in Oromia and 50 in Afar) were able to access technology and tools. This is an encouraging result because no woman had access to technology and tools before the JP, as reported in the baseline.
- IGAs were organized along technologies: 937 women organized in animal fattening, 1,373 women in milk processing in both regions and 265 women in crop production (mechanized farming using tractor) in Dodola district of Oromia<sup>8</sup>.
- Thirty-Eight percent of the beneficiary women in Oromia were able to apply agronomic practices and conducted soil conservation before the JP. After the JP, 84 percent and 87 percent applied agronomic practices and conducted soil conservation respectively. In Afar, the livelihood system is pastoralist thus sustainable land management practices were not observed.
- The number of beneficiaries with improved livestock breeds increased from 26 percent to 74 percent in Oromia and from 19 percent to 77 percent in Afar regions.
- Eighteen percent of women in Oromia and none in Afar were able to own land under joint ownership with their spouses before the JP. The survey results by the consultant team showed that after the JP's support, 36.1 percent of the respondents in Oromia claimed joint ownership. As the issuance of certificates that ensure joint ownership was an initiative of the government, the achieved result cannot be considered only that of the JP's. But it contributed in facilitating situations to this end. Moreover, 89.6 percent of the respondents in Oromia started joint decision-making with their spouse on land use. Data from Afar was incomplete to be conclusive because of lack of updated evidence.
- Five women cooperatives with 730 rural women members received 2.5 hectare of land (1 hectare to 1 cooperative in Oromia and 1.5 hectare to 4 cooperatives in Afar). Primary data sources show that the gender sensitization trainings conducted at various levels paved the way for this achievement, but also imply that more should be done to exhibit enhanced results (increase in the number of women having joint land certificates with their spouses and who own land in groups).
- The JP supported the provision of maize shellers (for women's cooperatives in Adami tulu Jodokombolcha district), tractors (for cooperative in Dodola) and milk-processing tools for cooperatives in Dubti district of Afar and Yaya Gullele district of Oromia regions to reduce women's workload and save their time to engage in other productive activities.

**Finding 7:** The JP's support enabled vulnerable rural women to influence decisions affecting their lives at the household level. The JP also built the capacity of rural women to participate in decision making within rural institutions. Beneficiary women started participating in local development committees, associations, cooperatives and conversation groups as members and leaders. This is a notable achievement because the changes are evident even in the culturally and religiously conservative society of Afar.

- In the public sphere, 108 rural women (96 in Oromia and 12 in Afar) assumed positions in the administration, audit, control and loan committees of their cooperatives. No woman was holding such positions in neither of the region before the programme started, as reported in the baseline survey. A total of 24 cooperative leaders, 54 other women association leaders and 112 rural women received training on leadership and management, family law and economic rights, consistent with the JP's annual report. As per the baseline data, no training on this topic had been implemented before. As confirmed from FGD

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<sup>8</sup> The data is disaggregated and presented in Table 9 of the main document. To avoid redundancy, we believe it is clear and present as it is

participants from Bekelcha Beri cooperative in Adamitulu Jidokombolcha district, a woman participates in Local Gada Institution, as secretary. This was made possible through the JP's awareness creation training and community conversations, as explained by the participants.

- There was a low level of awareness on gender and women right's issues in targeted areas before the JP. During its implementation, the JP created awareness on gender equality and women empowerment for about 7,990 community members (6,246 female and 1,744 male). Awareness creation sessions and the change in income encouraged spouses to care and look after children, support wives to engage in more profitable business and ensure women's freedom of mobility. These changes inspired local institutions to plan more on women empowerment activities in their localities.
- According to the survey conducted by the consultant, 89 percent of the respondents from Oromia and 93 percent from Afar believed that women should own and use financial income of households equally with men. Also, 91 percent from Oromia and 93 percent from Afar believed that women should participate in decisions that affect their lives equally with men. In addition, 93 percent of the respondents from Oromia and 86 percent from Afar believed that women should manage all households' properties equally with husbands. This shows how the JP support facilitated changes in attitudes of husbands/partners and also women's understanding their rights have changed. Though baseline data is not available on the issues, prior to the JP, as confirmed by FGD participants, awareness on gender and women right's issues was at a lower level in targeted areas including among women.

**Finding 8:** The JP supported the creation of a conducive policy and institutional environment, which is key in laying the foundation for gender equality and women's economic empowerment.

- The JP supported two evidence-based researches on "Costing the Gender Gap in Agricultural Productivity in Ethiopia" and "Budget Tracking of Agriculture Sector from Gender Perspective". It is believed that the researches will inform policy development; enhance awareness on the existing gender gap and help to design solutions to narrow these gaps.
- The JP supported the establishment of a National Network for Gender Equality in Agriculture; making the Cooperative Strengthening Manual gender-sensitive; popularizing the Gender Strategy of the Ministry of Agriculture and Livestock; providing capacity building to ten Rural Saving and Credit Cooperatives (RUSACCOs) and four Farmer Training Centers (FTCs) in Oromia. Because of these capacity building trainings, cooperatives were able to increase their members, plan activities and improve the management of their finances. For instance, the membership for Bekelcha Beri RUSACCO increased from just 16 before the JP to 307 after the JP.
- Capacity building training on how to conduct gender analysis and incorporate gender-sensitive indicators in programme planning and management was provided for 1,332 (775 female and 557 male) government experts and officials in the agriculture, cooperatives, education, livestock and fishery and women and children affairs offices. Gender mainstreaming capacity of experts was limited in both regions, in accordance with the baseline data. Because of the capacity building activities, experts at district level started planning activities in gender disaggregated manner.

### Efficiency

**Finding 9:** The JP was efficient in the use and transfer of funds. The use of reduced recurrent cost, timely and responsive programming approach strengthened the JP's efficiency. Reaching more than the planned number of beneficiaries with the same resource confirmed the JP's efficient approach. The use of different M&E mechanisms improved coordination and collaboration among stakeholders though there was limitation in the flow of information among regional and federal level stakeholders.

- The JP allocated the funds for each outcome and this implies that the costs were in line with the corresponding outputs. Allocation of funds along outcomes and corresponding outputs also helped the JP to monitor the flow of funds and the results. It also improved the efficiency of the use of funds.
- The JP achieved results above the initially planned target with same resource. The initial target was 2000 beneficiaries, but the JP benefits 2575 (2103 from Oromia and 472 from Afar regions) rural women in the two regions.
- The JP was timely and responsive to the demands of beneficiaries and the priorities of the government policies.
- Using reduced recurrent cost e.g. using existing manuals, staff and systems makes the JP's use of money cost effective.
- The fund allocated for the JP was USD 3,188,256 (the SDG contribution was USD 1,500,000 and the matching fund was USD 1,688,256). Until April 2018, the JP utilized 99.5% of the SDG budget and 80.3% of the matching fund. Funds are used as agreed and the budget is channelled as allocated.
- The M&E process improved coordination and collaboration among stakeholders and clarified each organisation's role. It also created an improved context for future cooperation and implementation. The JP used simple measures, indicators and targets which are clear and understandable to all stakeholders. Various M&E mechanisms were employed by the JP (e.g. mission reports, TWG meetings, donors' meetings, good practice reports, etc.) which add value to the efficiency of the M&E system though limitations in flow of information among regional and federal level stakeholders are observed.
- The nature of the JP made its implementation comprehensive since it is done from the expertise of four different UN agencies, namely UN Women, WFP, IFAD and FAO. However, the JP also faced some operational challenges in its implementation due to its multi-stakeholders' nature: i.e. decisions have to be taken in consensus of the four agencies which make processes participatory but lengthy. The communication, especially at lower level government implementing agencies contributed to delays and lengthy responses.

### **Sustainability**

**Finding 10:** The JP laid the foundation for the sustainability of the outcomes achieved at individual, group and institutional levels. The foundations laid by the JP include:

- Implementing along government priorities; initiating partnership from global to local level; working within existing structures; building the capacity of individual women, government organizations and women's associations; supporting the creation of a gender-sensitive policy environment; providing revolving funds and inputs for beneficiary women and their cooperatives.
- The low capacity and turn-over of government staff, the growing demand for revolving fund and global competition for fund among donors were challenges to the JP's sustainability. However, the local government's willingness to mobilize domestic resources and scale up the JP activities will probably offset the limitations and ensure sustainability.

### **Impact**

**Finding 11:** The integrated approach – the use of financial and non-financial services provided by the JP had an impact on poverty reduction of individual beneficiaries and the community targeted.

- The JP's support motivated women to achieve higher results; for instance, value-chain driven farming, though it was not in the results framework, is evident among the beneficiaries of the JP.
- The JP created the foundations for long-lasting impact to individuals, associations and local institutions. The capacity building interventions, gender sensitization platforms, community consultations, experience sharing, and market linkage activities, among others, laid the foundation for the impact of the JP on gender equality and women's economic empowerment.
- At the time of the evaluation, it seems that the JP contributed towards accelerating rural women's economic empowerment. The JP created a change in local institutions behaviours that constrain rural women's potentials – and this logically leads to the ultimate goals of economic empowerment of individual women and their association. However, not all indicators, in the programme could be measured at the time of the evaluation, since they require more time to catch the dynamism.

### Key lessons learnt from the JP

- The JP proved that the principle of delivering as one was possible and can bear positive outcomes within the Ethiopian context. But also implies that a number of pre-conditions should be fulfilled to meet this objective with success. The pre-conditions are:
  - The design of such programmes should be aligned with national and global level policies and standards that promote and protect women's economic rights.
  - The synergy created among the different actors (UN agencies, government organizations, local level community organizations and CSOs) enhances partnership, strengthens the efficient use of resources, and creates a sense of ownership. But by the same token, simultaneous to the programme design establishment a simple monitoring and evaluation tool and reporting format needs to be developed to ease the flow of information and feedback.
  - Women's economic empowerment entails a deep understanding of the linkage of economic empowerment with other dimensions of empowerment such as social and psychological<sup>9</sup>. Further denoting the fact that women's empowerment takes place in a continuum and in the three domains of change (individual, communities and associations).
- Joint programming might take longer time at the starting up phase as compared to individual Agencies' programmes, as it requires the pulling of resources and expertise. However, as this JP clearly shows, in the long-term the results seem to be sustainable.
- Based on the different results achieved in Oromia and Afar, although a needs assessment was conducted in the beginning of the programme, the JP has to consider adapting its methodology for the diverse contexts in its plan for scaling up.
- Widening programmatic scope both in terms of targeting beneficiaries and regions might be needed to widen the result and impact of future programmes.

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<sup>9</sup> There are four dimensions of women's empowerment; as included in the model of reference of this evaluation. The psychological level supports were not planned by JP; but the activities implemented, such as community conversations, organizing women into associations, etc. have brought changes in women's attitude, thinking about self and the decisions over what to be and to do. In the model of reference presented, the categories include individual level preparedness' that leads to changes in behaviours and actions. This is important in traditional and subsistence societies, like the beneficiaries of the JP, the personal change state is essential to drive and trigger changes in the other three dimensions of empowerment for rural women. Mainstream interventions do consider this as programme components but we think there were results in this dimension as well and it is important to take up in the future.

- The approach and mode of delivery need to shift from small to wider support packages; for instance, the value-chain initiated by individual farmers can be expanded.
- The new technologies provided by the JP worked well because the programme was designed based on a thorough needs assessment. The JP's support showed that technology-driven interventions are successful even in remote rural locations. However, more analytical work and prioritization could be made in the delivery of the agricultural and labour-saving technologies such as designing support for surplus milk production before provision of milk processing equipment. Same holds true for support for surplus maize production before provision of maize shellers.
- The provision of new technologies and inputs such as improved seeds could work better if climate change is better taken into consideration. Afar is an arid region. Adami Tulu Jod Kombolcha is also arid district in Oromia region. Dodola is wet district with long rainy seasons; relatively midland and lowland. Yaya Gullele is highland with long rainy season. The JP provided same menu of technologies in the regions. For instance, highland fruits could work better in Yaya Gullele & dry-lands technologies could be designed for Afar region.
- The approach and mode of delivery of the programme contributed to change the established negative attitude of women farmers and pastoralists about cooperatives and therefore big demand is created for cooperative membership among rural women farmers.

### **Conclusions**

From the findings presented in the different sections of this report, the following conclusions can be made.

### **Relevance**

- The JP outcomes are aligned with policies that focused on growth, women's rights and collaboration modalities of development actors in the country. The JP targeted the needs of rural women farmer and pastoralists and the programme components and approach were in alignment with women's sustainable livelihoods and economic rights. The JP's collaboration and partnership builds the capacities of women and the stakeholders at large. The JP's baseline survey informed the Performance Monitoring Framework. The indicators set and the associations among outcomes, outputs, and activities were fairly clear and measurable. However, the M&E framework set more of quantitative indicators and did not have qualitative indicators on some issues identified in the baseline.

### **Effectiveness**

- Effectiveness of the JP was manifested in its contribution in availing empowerment opportunities for beneficiary women. For that reason, it created platforms for women to participate and work on the collective agenda of their human rights and economic empowerment; created a medium for the understanding of domination; implemented mechanisms that bring about changes such as women's access to and control over economic resources (e.g. land and income), and women's freedom of mobility and the skills in reading and documenting basic information in their mobile phones and note books such as caller identity, etc. Lastly, it initiated the creation of an enabling environment for women's empowerment that mainly focused on change in society and institutions to accommodate the differential gender needs. In conclusion, the issue of empowerment has been addressed in a continuum, touching all the essential domains (individuals, communities and institutions) of change depicted in the theory of change.



## Efficiency

- The JP employed efficient financial management mainly because of its cost-effectiveness using existing resources and structures. The cost effectiveness of the JP modality further allowed it to achieve results above the original plan with same resources. By improving the lack of information flow, commitment and understanding especially among local level actors, this JP could set an example of how to efficiently implement joint programmes and deliver as one.

## Sustainability & Impact

- Changes observed in the lives of beneficiaries and their families, enhanced capacity of institutions to bring about women's economic empowerment, the use of existing systems and structures, the design of the JP aligned with national and global policies and standards as well as the partnership created from global to local levels are said to ensure the sustainability of the JP outcomes as well as lay the ground for long term impacts. Though there is a need to face the challenges of low capacity and turn-over of government staff as well as the growing demand for revolving fund, it is safe to conclude that a sense of ownership is created among the different levels of actors. A practical example was the willingness by the Bureau of Finance and Economic Cooperation (BoFEC) of Oromia Region to allocate budget for the JP's upcoming revolving fund activity.

## Key recommendations from the Evaluation Findings

Based on the findings and the conclusion drawn, the recommendations are structured as follows.

### Recommendation 1: Programme Governance

Guidelines for the consolidating partnerships and collaboration among programme stakeholders should be developed by UN participating agencies and government implementing parties.

Urgency: High

Impact: High

Difficulty: Medium

- The partnership built by the JP requires working guidelines that clearly states direction, agenda-based (milestone) and purpose-oriented areas of collaboration. The guidelines should also serve the purpose of scaling up and replication of good practices. The current structure of governance and management procedure add value in terms of cost effectiveness – documenting this methodology is needed.
- The process of building substantive partnership with government institutions took long time but yields result. The use of comparative synergies of institutions promoted the achievement of results but needs to be examined for future interventions. One area to explore is how to involve more local civil society organizations as they gain practical experience by working closely with communities.

### Recommendation 2: Programme Expansion and Financing

The government of Ethiopia and participating UN agencies should commit fund, take up the ownership of the JP activities in the target districts and expand to other districts by developing a scale up plan.

Urgency: High

Impact: High

Difficulty: High

- There is willingness from the Oromia regional government to finance and expand the JP to other districts of the region. The local government in this respect must translate its willingness by practically allocating fund. The federal government also needs to support this endeavour with finance and technical expertise.

- There might be a need to develop a plan for scale up to expand to new areas. While developing a scaling up plan, strategies for fundraising (domestic resource mobilization) are required.
- To reduce the negative effects of context over programme results, besides undertaking a needs assessment to identify particularities in each target district of the regions, future programmes need to consider contextual factors in defining its approach for implementation. For instance, weak institutional capacity, vulnerability of the livelihoods of beneficiaries to shocks and absence of RUSACCOs were challenges during implementation in Afar Region.

**Recommendation 3: Programme Design**

All parties but specifically, the government of Ethiopia, must focus on immediate results with long-term impact in designing future programme.

Urgency: High

Impact: High

Difficulty: Medium

- Future programme should utilize the interventions that aim at contributing to long-term impact like higher level value-chain (such as processing) to enhance smallholder farm productivity. Hence, there should be more attention to the chronological order of the activities, and a more thorough market assessment to ensure the right value chain is selected. For instance, milk-processing technology support should have been preceded by producing milk surplus in Oromia and constraints of pasture must have been addressed in Afar regions.

**Recommendation 4: Programme Design**

Government of Ethiopia and participating UN agencies should consider developing more strategies other than the community conversations and sensitization events to promote men's participation in the process of women's economic empowerment.

Urgency: High

Impact: High

Difficulty: High

- Male engagement should be tactfully dealt with in the future JPs, not only by promoting the he-for-she strategy, which was reported not to be visible in the field, but also by including men when targeting household demands. Since creating an enabling environment for women's empowerment through institutional and community level changes need active involvement of men, incentives beyond participation in community conversations is needed. For instance, males that effectively worked for gender equality (like sending all daughters to school, helping wives in domestic work, etc.) might be given preferential treatment in terms of access to loan, capacity building training, etc.

**Recommendation 5: Programme Design**

Government of Ethiopia and UN participating agencies must understand that women's empowerment is not limited to economic empowerment. Future initiatives should include all empowerment dimensions as well as indicators in the M&E framework

Urgency: High

Impact: High

Difficulty: High

- Comprehensive women economic programming needs to encompass activities that promote changes in understanding of subordination and its causes (cognitive dimension); changes in beliefs and behaviours (psychological); provision of productive activities and benefits (economic) and the establishment of enabling environment to organize, influence and mobilize for change (political), which is currently part of the JP in its Outcome 4.

- Future JPs need to put in place the M&E framework encompassing all dimensions of women empowerment and assign indicators and resources along the results to specific implementing government actors. Such design reduces competition for resources and results among implementing stakeholders.

Recommendation 6: Programme Component & Implementation  
Government of Ethiopia and UN participating agencies must ensure that future programme activities address the different vulnerability contexts of rural women

Urgency: Medium  
Impact: High  
Difficulty: High

- Programme components should address the different vulnerability backgrounds of rural farm and pastoralist women and men. In Yaya Gullelle, for instance, men are included in the Saving and Credit Association. The men cannot assume leadership and decision-making positions; but those men are part as well as benefit from gender equality initiatives and women empowerment interventions in farm communities.
- Strict use of the revolving funds is needed to reach more beneficiaries – it is observed that there are beneficiaries that accessed revolving loan more than once while there are women in the waiting list to access for the first time. In Dubti district also huge amount of loan (such as ETB 15000, around USD 532) was provided for a single woman while there were a lot of women in the waiting list. This practice limits the loan usage by new members, or even existing members who were not opportune to take loan.

## I: INTRODUCTION

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### 1.1. The JP on Rural Women's economic empowerment

Ethiopia has a huge potential for agriculture as only 25 percent of its arable land is cultivated. The productivity of the agriculture sector is extremely low and is vulnerable to shocks. Women constitute about 50 percent of the estimated 83 percent of rural farm labor force, and they are particularly vulnerable to livelihood shocks. The vulnerability context of women includes lack of access to skill training and low decision-making power over resources and benefits. They also lack decision-making power in institutions that mediate livelihood processes.

Women in the target areas of the JP are confronted with similar challenges. Even if women smallholder farmers perform up to 75 percent of farm labor, they only hold 18.7 percent of the agricultural land. Women also lack the income to purchase improved agricultural inputs, have less access to extension services and the yields of women managed farms are 35 percent less per hectare as compared to men<sup>10</sup>.

In response to the above-multifaceted barriers of rural smallholder women, the JP on rural women's economic empowerment was designed to create access to productive assets, farm inputs, credit service, technology package, and non-financial services to rural women in Ethiopia. The assumption of the programme was that if women get access to training and financial services, they can engage in IGAs. This can empower women economically.

In Ethiopia, the JP officially commenced on 14 November 2014 and it was scheduled for completion on 30 April 2018. Its overall budget was USD 3,188,256, from governments of Spain (USD 1,500,000), Sweden (USD 1,442,774), and Norway (USD 245,482). The JP was initiated to generate good practice on gender, agriculture, and resilience in the context of extreme rural poverty, climate change and the socio-economic dynamics in rural localities. It is aligned to the first (No Poverty), second (Zero Hunger), fifth (Gender Equality), and eighth (Decent Work and economic Growth) of the SDGs. The JP aims at inclusive and sustainable economic growth of smallholder farmers and pastoralist rural poor women by accelerating the progress towards economic empowerment of these women. In order to achieve this goal, the JP designed four interrelated outcomes: (a) rural women to improve their food security and nutrition; (b) Rural women increase their income to sustain their livelihoods; (c) Rural women strengthen their voice in decisions that affect their lives; (d) Gender-responsive policy and institutional environment created for women's economic empowerment.

The JP targeted four districts<sup>11</sup> of the two pilot regions (Afar and Oromia) with an overall goal of improving the livelihoods, food security, nutrition, rights and decision-making power of targeted rural women in the context of global and national policies. The partners of the JP were the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) the Food and Agriculture Organization of the United Nations (FAO), the World Food Programme (WFP), and the International Fund for Agricultural Development (IFAD). The implementing partners were federal, regional and district level governmental agencies. The support package

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<sup>10</sup> FAO (2011) The State of Food and Agriculture 2010-11: Women in Agriculture. Rome: Food and Agriculture Organization

<sup>11</sup> Dodola, Yaya Gulele, Admitulu Jdokombolach districts of Oromia and Dubit district of Afar

included technology, farm inputs, financial and non-financial services and institutional capacity building activities.

The programme addressed the capacity-building needs of the targeted women (as right-holders, and agents of change). The JP also supported ten RUSACCOs (six from Oromia districts and four from Afar Dubti district). The existing women RUSACCOs selected from three districts of Oromia are: (1) Bedhatu and Abdi Boru RUSACCOs, selected from Wabe Burkitu and Buura Adele Kebeles of Dodola district; (2) Dire Biftu and Bekelcha Beri RUSACCOs from Nono Chemere and Ilufi Dire Kebeles of Yaya Gulele district; and (3) Abdi Boru and Habine Gowota RUSACCOs from Abune Germama and Aneno Shesho Kebeles of Admitulu Jdokombolach district. The JP established new rural women's RUSACCOs in Afar's Dubiti district, in Boyna and Ashboda Kebeles. The RUSACCOs established were Gandile, Yeweie, Boina, and Lihare.

## 1.2. Purpose and General Objectives of the Evaluation

The JP evaluation was scheduled in line with the programme's M & E plan agreed with SDG -F and accordingly, the main purposes of this final evaluation were the following:

### Accountability:

- Provide credible and reliable judgments on the programme's results, including in the areas of programme design, implementation, impact on beneficiaries and partners, and overall results.
- Provide high-quality assessments accessible to a wide range of audiences, including SDG-F, donors, UN Women, FAO, WFP, IFAD, women's rights and gender equality organizations, government agencies, peer multi-lateral agencies, and other actors.

### Learning:

- Identify novel/unique approaches to catalyse processes toward the development of rural women and gender equality commitments.
- Identify approaches and methodologies that are effective in meaningfully and tangibly advancing rural women's economic and political empowerment

### Improve evidence-based decision making:

- Identify lessons learned from the JP implementation in order to influence policy and practice at the national, regional and global levels.
- Inform and strengthen participating United Nations and government agencies' planning and programming by providing evidence-based knowledge on what works, why and in what context.

## 1.3. Scope and Specific Objectives of the Evaluation

The evaluation focused on measuring development results and potential impacts generated by the JP, based on the scope and criteria included in the ToR. The JP was used as a unit of analysis or object of study for this evaluation. The measurement of the evaluation results was made on the basis of JP components, outcomes,

outputs, activities, and inputs that were detailed in the programme document and modifications made during implementation.

The geographic area of interventions evaluated were two Kebeles namely: Boyna and Ashboda in Dubti District of Afar and six Kebeles in Oromia namely: Abune Germama and Aneno Shesho Kebeles of Adam Tulu Jido Kombolcha District, Nonona Chemeri and Eluna Dire Kebeles of Yaya Gullele district and Wabe Burkitu and Buura Adele Kebele of Dodola district. Based on the agreement during the inception workshop, rural women's RUSACCOs (that were targeted by the programme) were taken as sample clusters and members of the cooperatives were sampled as units of data collection. The details are presented in the methodology.

The evaluation's overall objectives were to:

- Measure the extent to which the JP has fully implemented its activities, delivered outputs and attained outcomes, specifically measuring development results;
- Generate substantive evidence-based knowledge on inclusive economic growth, food security, and nutrition according to SDG-F sectorial policy goals, and gender equality and women's empowerment by identifying the best practices and lessons learned that could be useful to other development interventions at the national (scale up) and international levels (replicability);
- Make recommendations for possible replications of the best practices and the concrete results achieved in the programme period.

The specific objectives of the final evaluation were to:

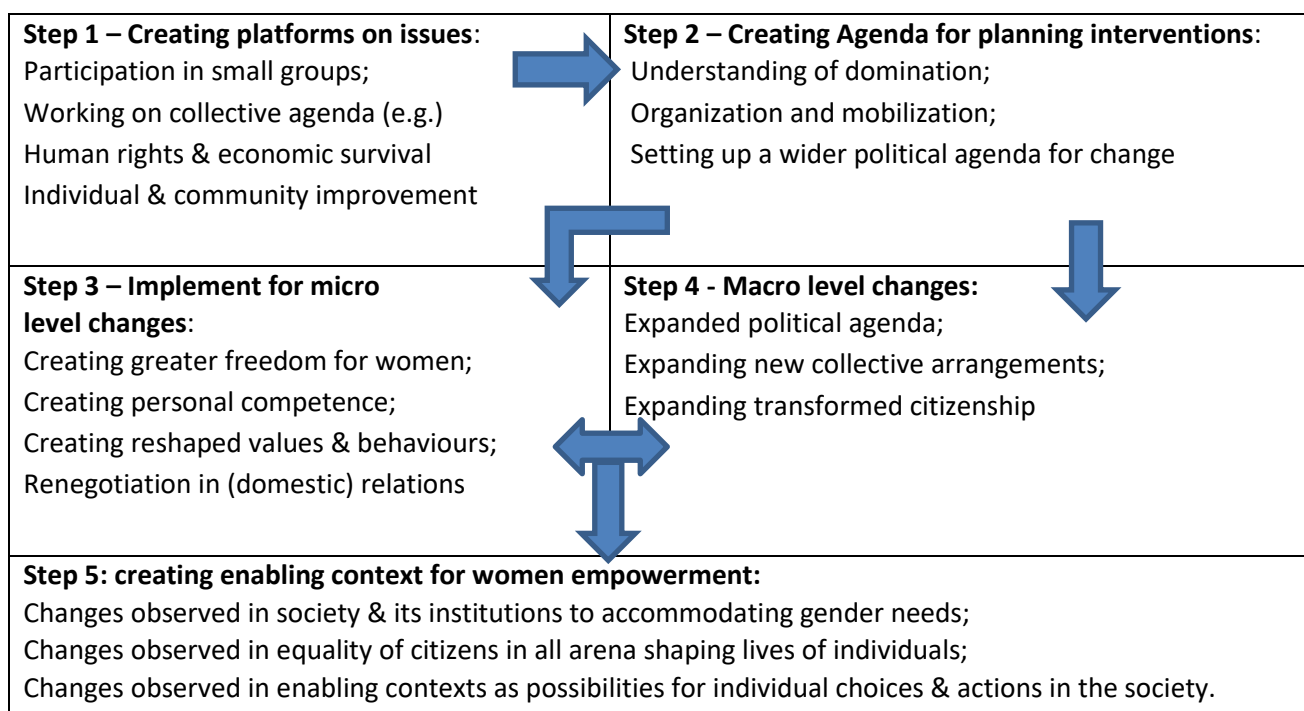
- Measure the extent to which the JP has contributed to resolving the needs and problems identified in the design phase as stated in the result framework.
- Measure the JP's degree of implementation, efficiency, and quality delivered on outputs and outcomes against what was originally planned or subsequently officially revised.
- Measure the extent to which the JP has attained development results for the targeted population, beneficiaries, and participants, whether individuals, communities or institutions, etc.
- Measure the JP's contribution to the objectives set in the respective specific SDG-F sectorial policy goals as well as the overall SDG-F objectives at local and national levels (accelerating progress towards realization of SDGs) compliance with the Paris, Accra and Busan commitments, UN system's ability to deliver results in an integrated and multidimensional manner and supporting transformational change).
- Identify and document substantive lessons learned and good practices on the specific results, policy goals, and objectives with the aim to support the sustainability of the JP or some of its components.

## 1.4. Conceptual Model, Theory of Change & Methodology

### 1.4.1. Conceptual Model of the Evaluation

The evaluation considered the different dimensions of women's empowerment. The conceptual model<sup>12</sup> of reference that informed this evaluation was, therefore, the women's empowerment continuum model – which is participatory, ensures ownership of stakeholders, as well as includes the theory of change. It assesses the results in line with the indicators in the result framework of the JP as depicted in diagram 1 below.

**Diagram 1 Presentation of Women Empowerment Continuum Model**



Source: Adopted from Review of Literature (June 2018)<sup>13</sup>

### 1.4.2. Theory of Change for the Evaluation

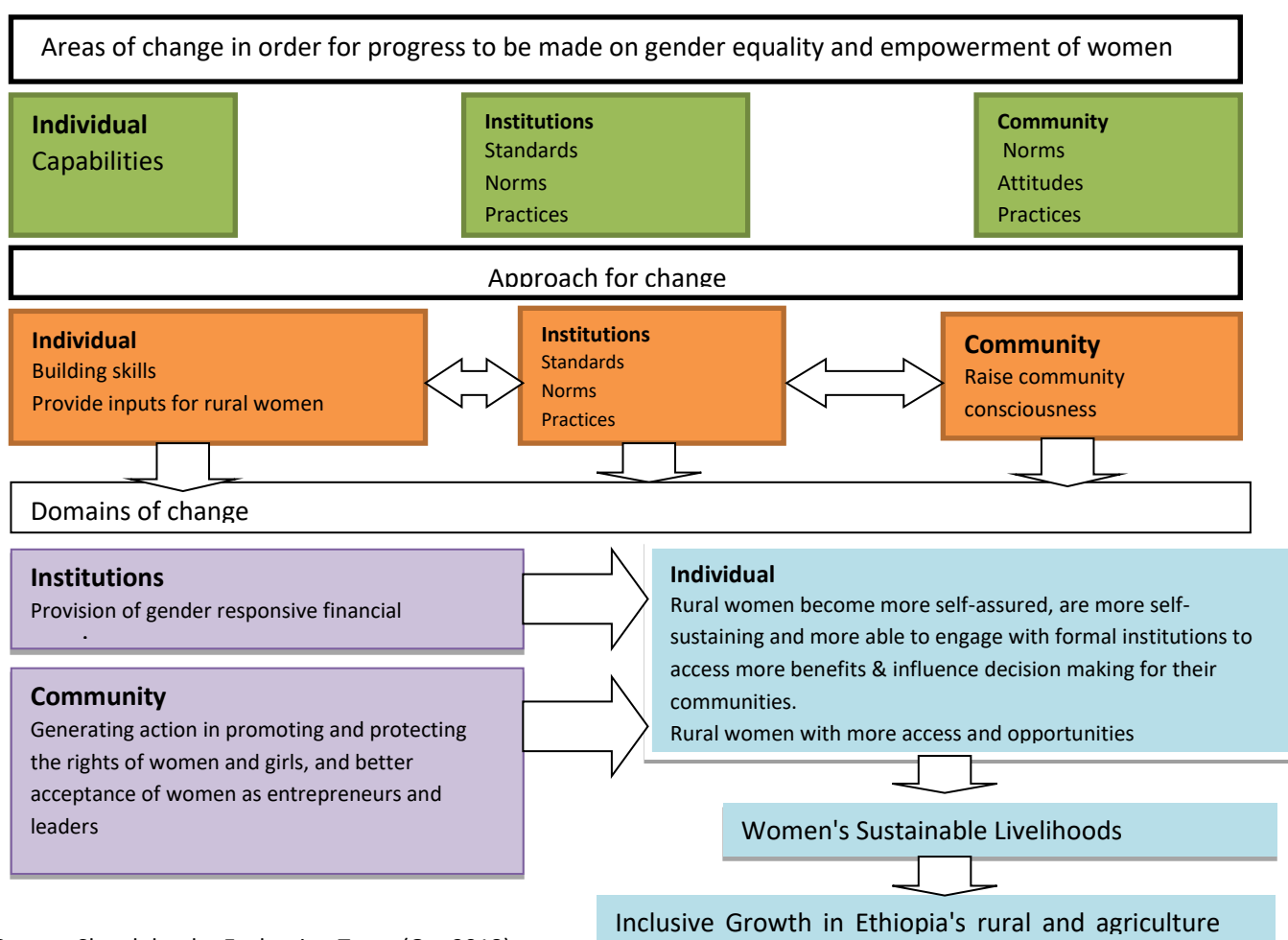
The theory of change developed for the evaluation of the JP identified three areas where change needs and is expected to happen in order for progress to be made on gender equality and the empowerment of women. These are: (1) changes are expected to take place at the individual level where individual capabilities have to change; (2) changes must happen within institutions so that they promote gender equality and ensure equitable service provision; and, (3) changes are expected to happen at the community level, where norms, attitudes & practices that undermine gender equality must be challenged.

<sup>12</sup> Empowerment, in this model, is defined in changes in continuum (observed from individual level to broader institutional level changes) of processes leading to enabling environment and outcomes leading to empowerment of individuals and groups. Empowerment of women and girls in all dimensions encompass cognitive (changes in understand subordination and its causes), psychological (changes in beliefs and behaviours), economic (changes in productive activities and benefits) and political (changes in enabling environment, ability to organize and mobilize for change).

<sup>13</sup> Zoë Oxaal and Sally Baden (1997) Gender and empowerment: definitions, approaches and implications for policy, Briefing prepared for the Swedish International Development Cooperation Agency (Sida), Bridge Development-Gender Report No 40, October 1997 (revised) (Specific focus from Zoë Oxaal and Sally Baden (1997), Page 5, Figure 1); and Ruth Alsop and Nina Heinsohn (2005) Measuring Empowerment in Practice: Structuring Analysis and Framing Indicators World Bank Policy Research, Working Paper 3510, February 2005.

In order to achieve these changes, the JP adopted a multi-sectoral and comprehensive approach taking place at three levels which reinforce and support each other by maintaining horizontal linkages. The JP builds individual skills by providing inputs for rural women to manage and expand their smallholding farms and by doing so, is expected to enhance farm productivity. The development of such skills/capacities is also assumed to effect changes in livelihoods, food security, nutrition, and capacity to engage with formal institutions to access more benefits as well as influence decision-making processes at household and broader levels. To effect these changes at the individual level, the JP supported communities and institutions. The JP in this respect implemented community awareness, promoted the rights of women and girls, and enhanced better acceptance of women as entrepreneurs and leaders in the target communities. Also, by building the capacities of rural institutions, delivering financial and non-financial service to these institutions, the JP promoted changes in norms, standards, and practices. These supports are assumed to result in sustainable livelihoods and ultimately contributed to women’s economic empowerment. The theory of change, as understood by the team of consultants is presented in the diagram 2 below.

**Diagram 2 Theory of Change of the Evaluation**



Source: Sketch by the Evaluation Team (Oct 2018)



### 1.4.3. Evaluation Methodology

Based on the terms of reference, the expected deliverables of the evaluation were: (1) The Inception Report; (2) Draft Report of the Evaluation and (3) Final Evaluation Report consisting of major findings and recommendations, incorporating the validation comments and suggestions. To produce the deliverables, the evaluation team considered the methodology assumptions as follows. First, uniform data collection tools were designed considering the qualitative and quantitative data required for substantiation of the JP results. Second, the list of cooperative members and beneficiaries of the JP support was used as a sample population and sample respondents of the survey questionnaire were selected randomly from these sample population. Third, the programme documents including reports from participating UN agencies were reviewed. Fourth, the evaluation team deployed trained and qualified experts (six enumerators and four field assistants) of rural and agricultural development (with native Oromiffa in Oromia) and Afar (in Afar) language proficiency to administer the survey, conduct FGDS and KIIs, document case stories and review of local level sectorial reports in the respective languages<sup>14</sup>. Three data collectors and one field assistant were mobilized in Yaya Gullele, Adamitulu Jodo Kombolcha and Dodola districts of Oromia region, while two enumerators and one field assistant were mobilized in Dubti district of Afar region. The enumerators and the field assistants were given training on the objective and contents of the data collection tools. Fifth, the team identified issues that were not covered in the result framework but included in the baseline report. Sixth, the questionnaire items on these issues were designed in a manner that generates data and evidence on the JP and the changes to the beneficiary women. Seventh, the baseline results were compared with the survey results of consultant team.

The field work was conducted from September 20, 2018 to September 30, 2018. The data collection was conducted simultaneously in all districts and the consultant team carried out two separate tasks during the field work. Dr. Rahel Jigi and Dr. Filmon Hadaro facilitated the field work as well as gave the backstopping technical support for enumerators and data collectors in Oromia regions (through telephone in Afar region) whereas Ms. Zegeyesh Mamo and Ms. Rahel Shiferaw conducted key informant interviews with focal persons at federal and Oromia region, as well as with staff of IFAD, WFP, UN Women and FAO. The UN Women office provided the annual reports and facilitated the evaluation work. The methodology is presented on the basis of the demand for analysis of data, presentation of evidence, lessons, and quality of evaluation report and results. The Evaluation design matrix is presented in the appendix 6.

#### 1.4.3. 1. Evaluation Design

A mixed methods approach with qualitative-quantitative concurrent design was used to collect validated information during the data collection process. The concurrent design considered the collection of primary and secondary data in a parallel arrangement and was used to develop associations of variation in data to generate and validate evidence in the process. Such validation of data and establishing associations in a step-by-step manner was taken as important step in accommodating the voices of women and ensured the gender sensitivity of the research design.

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<sup>14</sup> The field works in Afar region was conducted by enumerators that have long experience in data collection in the region and who are native speakers of Afar language. The data instruments are not translated to Afar language because of lack of professional translation service providers in the Afar language. We recruited data enumerators that are native speakers of Afar language who are also fluent in English and have long years of experience in data collection in the region.

#### 1.4.3.2. Evaluation Approaches

A phased approach was employed to consistently generate substantive evidence and to organize data and conduct a phase-by-phase data analysis. The phases were: i) preparation phase (the first phase), which was related to the completion of the inception report, the design of data instruments and validation. This phase also included a desk review, with extensive analysis of existing documents and finalization of the evaluation design. ii) The second phase was the fieldwork that includes the collection of primary data from KIIs, survey, FGDs, case story and observation. This phase included conducting preliminary data analysis; discerning on key initial findings for further qualitative study and developing indicative insights about the points of recommendation. iii) The final phase was the report writing phase which included a draft report, validation, and final report submission. The technical approach identified key questions along the outcomes, in line with the ToR and links the principal outcomes of the JP with key questions of developmental results (contribution to livelihoods, poverty and institutions that mediate resource and rights for women and girls) and performance results (in terms of relevance, effectiveness, efficiency, sustainability and impact). The evaluation used both desk review and direct evaluation techniques. Desk review entailed the use of secondary evaluative information from progress reports while the direct evaluation technique entailed the use of primary data collected from “user-side” and “supply-side” stakeholders.

#### 1.4.3.3. Evaluation Process and Quality Assurance

The methodological and technical approaches used provided evidence-based knowledge on what works, why and in what context for the evaluation team. The approaches were chosen to conduct a step-by-step assessment of results and substantiate evidence on outcomes of the JP. The step-by-step assessment was used to validate the quality of data. The approaches selected were in line with the evaluation questions in the evaluation matrix. Therefore, concluding reference to local contexts, RUSACCOs and individual women could be made. Such process ensured the participation of targeted rural women and participating organizations at all levels of JP governance structures.

#### 1.4.4. Evaluation procedure, sampling and data requirements

Both primary and secondary data sets and sources were required for this evaluation. The primary data were collected from beneficiaries, participating agencies, and CSO including focal persons in the governance structure of the JP. Data were collected from beneficiary rural women from targeted RUSACCOs using “Beneficiary Survey Questionnaire”. Data from stakeholders, focal persons, and staff in the governance structure of the JP were collected using KIIs and FGDs. Observations were made on the situation of farms and IGAs of the targeted beneficiaries. Case stories were documented about successful women in the districts chosen.

In order to select the sample respondents (for the beneficiary survey and qualitative interviews), the evaluation team employed both probability and non-probability sampling techniques. The sampling considered cluster strata for selecting the respondents for the beneficiary survey. The first consideration for the sampling procedure was that the JP targeted members of RUSACCOs from three districts in Oromia region and Dubti district in the Afar region. The second consideration for the sampling procedure was that the JP delivered same products for all beneficiaries in all target locations; i.e. technology, finance, and inputs supports for members engaged in three technology-driven support activity components: namely milk processing, animal fattening, and grain production. The list of members of the RUSACCOs supported by the JP was used as the sample frame and the sample size was determined using sample size determination formula. After the sample size determination, the sample respondents from each category of the clusters were selected using proportional sampling (proportion to the population size of the cooperatives selected). The population size (members) of the ten

cooperatives supported by the JP is presented in Table 1 below and is used as the sample frame for selection of respondents.

**Table 1. Number of Cooperative Members, District Affiliation and Technology Support to RUSACCOs**

Name of cooperative	Districts	Technology Support provided	RUSACCOs members
<b>Oromia Region</b>			
Bedatu	Dodola	Milk processing	265
Abdi Boru	Dodola	Grain production	265
Abdi Boru	Adamitul	Fattening	300
Habine Gowota	Adamitul	Milk processing	307
Bekelcha Beri	Yaya Gulelle	Milk processing	550
Derie Biftu	Yaya Gulelle	Fattening	416
<b>Afar Region</b>			
Yweie	Dubti	Fattening	125
Gndlie	Dubti	Milk processing	125
Lihara	Dubti	Milk processing	126
Boyna	Dubti	Fattening	96
<b>Total</b>			<b>2,575</b>

Source: Compiled from JP Consolidated Report (2018)

As indicated in Table 1 above, the JP supported the beneficiaries in three areas; namely, crop production (with 265 cooperative members), animal fattening (with 937 cooperative members) and milk processing (with 1,373 cooperative members) from the two regions. Since the technology packages are similar in all districts and RUSACCOs, cluster sampling was employed to select cooperatives; therefore, milk Processing and animal fattening clusters were selected. Regarding individual beneficiaries (for survey questionnaire administration) simple random sampling procedure was employed. The participants in the FGDs, KIIS, and case studies were purposively selected – based on success stories and challenges explored during the field work.

The fieldwork targeted cooperatives whose members were engaged in animal fattening, grain production and animal fattening in three districts of Oromia region and in animal fattening and milk processing in Dubti district of Afar region. In order to reach the appropriate respondent, the stratified probability sampling technique was employed. First, the total list of beneficiaries RUSACCOs was identified and used as clustered-strata to define the sample frame. Thus, the list of all members of the cooperatives supported by the JP (2,575 in table 1 above) was taken as the sample frame. Second, from the cluster of targeted RUSACCOs, beneficiaries of fattening and milk processing technology were selected as the second clustered-strata to identify individual respondents. Third, the sample beneficiaries from the selected RUSACCOs were selected using sample size proportional to population size.

The sample size was determined based on the reliability of estimates, the experience of similar surveys, cost and time constraint for the collection, management, and analysis of data as well as the objectives of the assessment (evaluation). Taking these into account, the sample size was decided based on the list of the beneficiaries of all RUSACCOs assigning the sample size to the proportion of the population in the strata. The sample size was determined using the scientific formula below:

$$n = \frac{N}{(1+N)(e^2)} \dots\dots\dots 1$$

Where n = sample size, N = population size, e = sampling error (level of precision); the sample size is thus as follows.

$$n = \frac{2575}{(1+2575)(0.05^2)} = 2575 / (2576 * 0.0025) = 2575 / 6.44 = (399.8) = 400 \dots\dots\dots 2$$

The analysis of survey response and the survey instrument design assumed representative samples shared among the strata of the JP support to the total beneficiary (members of the RUSACCOs). Afterwards, the 400-sample size was proportionally assigned the cluster's population.

The sample size determination formula (Yamane 1967 cited in Tikue 2018) above was used since it is convenient for finite and relatively large population sample size with 95 % confidence level and 0.05 precision levels. The 400-sample size is determined for the whole beneficiary – this was proportionate to the clusters and respondents for the quantitative beneficiary survey are presented as follows in Table 2 below

**Table 2. Sample respondents for Quantitative Beneficiary Survey**

Geographical area	Population targeted by the JP	Type of cooperative	Sample Size
Oromia	2103 beneficiary women from RUSACCOs in Oromia	Grain production	41
		Milk processing	175
		Animal Fattening	112
<b>Total sample size for Oromia (82% of 400)</b>			<b>328</b>
Afar	472 beneficiary women from RUSACCOs in Afar	Animal Fattening	36
		Milk processing	36
<b>Total sample size for Afar (18% of 400)</b>			<b>72</b>
<b>Oromia + Afar</b>	<b>Total beneficiaries = 2575</b>		<b>400</b>

Source: Sample Size Determination Formula Results (August 2018)

The sample size for the qualitative data collection was decided on the basis of non-probability sampling techniques. From the non-probability techniques, purposive sampling for beneficiary rural women and RUSACCOs members were used. Purposive sampling was used to select leaders of implementing institutions, focal persons from implementing and participating institutions and programme persons from UN Women; and also used for the beneficiary rural women for case stories, FGDs and KIIs. At cooperative level, the sample list presented in the ToR was taken except in Afar where due to extreme temperature taking samples from all cooperatives makes the proportional sample size very small. Details of the sampling for qualitative data collection were provided in Table 3 below.

**Table 3. Sample Size Determination for Qualitative Respondents**

<i>Sample respondents for Qualitative KIIs</i>			
<i>Category</i>	<i>Description</i>	<i>Non-probability Sampling</i>	<i>Sample Size</i>
Federal Level	HLSC (MoFEC)		2
	PMC (MoWCYA)		2
	NTWGs (FCA or MoAL)		1
Oromia Region	BoWCA & BoFEC	Region & districts	7 (2 bureau Heads & 5 Focal Persons)
	BoCA (Bur. of Co. Agency)	Region & districts	5 (1 bureau Head & 4 Focal Persons)
	BoAL	Region & districts	4 (1 bureau Head & 3 Focal Persons)
Afar Region	BoWCYA	Region & districts	1
	BoCA	Region & district	1
CSOs	SWAA-E	Director of SWAA-E	1
UN	IFAD, WFP & FAO	Focal persons	3
UN Women	Coordinators	Coordinators	2

<i>Sample respondents for Qualitative Case Story Study</i>			
<i>Category</i>	<i>Description</i>	<i>Non-probability Sampling</i>	<i>Sample Size</i>
Oromia Region	Three districts	Two each district	6 successful women from each cooperative

<i>Sample respondents for Qualitative KIIs</i>			
<i>Category</i>	<i>Description</i>	<i>Non-probability Sampling</i>	<i>Sample Size</i>
Oromia Region	Beneficiary FGD	Dodola – Grain (6)	6 participants
		AT-JK – Fattening (6)	6 participants
		Yaya Gulelle – Milk processing (6)	6 participants
Afar Region	Beneficiary FGD	Dupti (3 fattening-3 milk processing)	6 participants

#### 1.4.5. Data analysis, interpretation, and presentation

The evaluation team used the stakeholders and documents of the JP as units of data collection and thematic synthesis of information. The qualitative data were analyzed using thematic narrations and establishing patterns along thematic contents. The quantitative data were analyzed using statistical tables, graphs, and charts. In order to ensure data quality and evidence – data was trimmed before entering software (SPSS Version 23). The use of data from different methods, data sources and data types ensured the validity of responses and the quality of evidence by generating comparative and analyzable evidence. The results of the analysis were presented along outcomes and interpreted using the evaluation matrix.

#### **1.4.6. Ethical Considerations, Gender and Human Rights in the Evaluation Process**

The JP evaluation applied UN Women standards on ethics, compliance with human rights and gender issues. In the evaluation process, due care was taken for ensuring the confidentiality of the responses and privacy of the participants. A fieldwork protocol was prepared, and each interview and discussion sessions were undertaken by building rapport and informing research participants with the purpose of the data collection (See fieldwork protocol in Annex 9 for further reference). The JP stakeholders and beneficiaries were separately interviewed in order for the beneficiaries to articulate their feelings and facts without inhibition. In addition, both the causes and effects of gender inequality were considered in designing the data collection tools. The information from documents, KIIs, FGDs and survey results were systematically recorded, and categories of narrative points were identified to systematically triangulate the data collected.

#### **1.4.7. Methodological Limitations**

The political instability in the country during the evaluation period (June 15, 2018, to November 30, 2018), that limited access to certain areas in the country as well as the absence of organized data pertaining to outcome indicators at local levels were limitations encountered by the evaluation team. Due to the instability and time pressure, the survey instruments were not pre-tested. The evaluation team faced challenge of organizing and facilitating the KIIs, FGDs, collection of stories from beneficiaries, observations, and survey questionnaire for beneficiaries and key informant interviews in Afar Region. This was because: (a) The implementing partners in the region were reluctant to cooperate; (b) The temperature in the assignment season was extremely hot in Afar and therefore, it was not possible to conduct KIIs, FGDs, case stories collection, observations and the survey from 10:00 in the morning to 16:00 in the afternoon. The long political instability in the country dragged the field work schedule to this hot temperature season. Also, the absence of organized data pertaining to outcome indicators at local levels was limitation encountered by the evaluation team. Due to the instability and time pressure, the survey instruments were not pre-tested. In order to offset limitations pertaining data, the desk review was assessed side by side while collecting and evaluating primary data in the field. Also, questionnaire items used for this assessment were validated with livelihood, food security and nutrition assessment question items used in similar tools. The evaluation also used triangulation by asking similar questions to participants in the evaluation process with a view to determine actual results.

## II: EVALUATION OF JOINT PROGRAMMEME RESULTS

This section of the report presents the findings of the study as gathered from both primary and secondary data sources. Issues discussed include: Relevance, effectiveness, efficiency, sustainability impact of programme results.

### 2.1. Relevance

This section examined the JP's relevance in relation to its alignment with national and international policy priorities and outcomes. The evaluation assessed the alignment of the JP components, the partnerships created, and the M&E framework. Findings of the evaluation are presented as follows.

#### 2.1.1 JP's alignment with National and International commitments and standards

Analysis of the secondary sources indicated that JP is aligned with the major national policies and plans of the country. A summary of the analysis is presented in Table 4 below.

**Table 4. Relevance to National Policy Pillars & Outcomes**

Key National Policies	Alignment & Contribution to National Policy Pillars and Outcomes
JP is aligned with the United Nations Development Assistance Framework (UNDAF) (2016 -2020)	The JP is aligned to UNDAF pillars on inclusive growth and structural transformation (Pillar 1); on resilience and green economy (Pillar 2); on investing in human capital and expanded access to equality and equitable basic social services (Pillar 3); on good governance, participation and capacity development (Pillar 4); and on equality and empowerment (Pillar 5).
JP is in alignment with GTP II (2016-2020) pillars	The JP outcomes contribute to the GTP pillars, namely: Pillar 1: "Sustainable Economic growth and Risk Reduction"; Pillar 4: "Maintaining agriculture as major source of economic growth"; and Pillar 7 "Promote gender and youth empowerment and equity".
JP is in alignment with the National Social Protection Policy Outcomes of livelihoods and redressing the inequalities in accessing basic services.	The JP outcomes also contribute to the National Social Protection policy outcomes (under implementation since 2012) which focus on access to social safety nets, support over livelihood and employment schemes and addressing inequalities of access to basic services by women and youth in Ethiopia. The loan and agricultural input support also contributes to the productive social safety net outcomes of this key national programme.
JP is in alignment with the National Women's Policy priorities such as changing the working conditions and institutional barriers of	The JP outcomes contribute to the National Women's Policy (under implementation since 1993) whose priority is improving the working and institutional conditions of rural women. The priorities of this policy are: improving the working and institutional conditions of rural women; accelerating equality between men and women; facilitating rural women's access to

Ethiopian women (focusing on rural women).	basic social services and to ways and means of lightening workload; progressively eliminating prejudices, customs and other practices that constrain women's participation in decision-making processes at all levels and protection by institutional frameworks. As outcomes of the JP are related to decision-making power, participation in local institutions, access to services, gender sensitization etc., it contributes to this policy outcomes.
JP is in alignment with the National Action Plan on Gender Equality (NAP- GE) priorities of women's economic empowerment, improving decision-making power & women's participation in institutions.	The JP outcomes contribute to the NAP-GE (under implementation since 2010) priorities. The national plan's priorities include: poverty reduction and economic empowerment of women & girls; education and training of women and girls; empowering women to assume decision-making position and enhancing their participation in institutional mechanisms for the advancement of women. As the JP outcomes are to increase in income (poverty reduction and economic empowerment), improve in literacy and skills, improve rural women's participation in local committees, etc., the programme is aligned with the action plan's priorities.
JP is in alignment with the Agricultural Transformation Agenda priorities & outcomes related to food security, agricultural productivity, demand-driven knowledge, and inclusive growth	The JP outcomes are aligned and contribute to priority outcomes of the Agricultural Transformation Agenda of Ethiopia. The high priorities outcomes include the provision of improved seeds, seedlings & livestock breeds for crop and livestock production and productivity; increased income and enhanced food security. The JP outcomes contribute to improving productivity (by supplying improved seeds, livestock breeds & inputs); conducting demand-driven research & financing; promoting market linkage, managing land and ensuring food security. The JP outcomes also contribute to the improvement of inclusive growth (gender equality and targeted livelihood support for selected population groups), and agro-business and market development (cooperative development, agro-processing and value addition).

Source: Prepared by the consultants (September 2018) based on National Policy Documents of Ethiopia

The analysis made above shows that the JP outcomes were in alignment with the priorities of the government policies and plans. Hence, the JP contributed to the broader policy outcomes. Interview results from both demand and supply side sources also revealed that the JP is aligned with national documents that consider women's (economic) empowerment. The JP outcomes contributed to the outcomes of broader international documents as presented in Table 5 below.



**Table 5. Relevance to the Principles and Outcomes of Selected International Documents**

Selected International Documents	Alignment to Principles and outcomes
JP is in alignment with the Paris Declaration on aid effectiveness	The JP is aligned to the Paris declaration on aid effectiveness. It focuses on ownership (own strategy, institution building, etc.), alignment (align to country systems), harmonization (coordinate, simplify procedures), results (monitored and measured), mutual accountability (partners are jointly accountable for development results) and ensures partnership for effective development cooperation.
JP is in alignment with the Accra Agenda for Action	The JP is in alignment with the Accra Agenda for Action. It is implemented by the Government of Ethiopia in all its tiers leading to ownership (including country say & beneficiary demand), promotes inclusive partnership among actors, aid focusing on delivering real & measurable results and capacity development.
JP is in alignment with the Busan Commitments	This JP is aligned to the Busan commitments which focus on effective development cooperation, domestic resource mobilization, strengthening of national institutions, creating strong cooperation and resource optimization procedures. The JP is also aligned to Busan monitoring frameworks in its design, indicators and goals (ensuring country's own priorities, accountability frameworks and accomplishment as agreed).
JP is in alignment with the SDGs	The JP outcomes contribute to four of the SDGs, which are: Goal 1: End poverty in all its forms everywhere; Goal 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture; Goal 5: Achieve gender equality and empower all women and girls, and Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

Source: Selected International Documents (Reviewed in Sept 2018)

**Finding 1:** JP RWEE outcomes were in alignment with broader national and international commitments that focus on socio-economic growth, women's rights and working modalities of actors in the development arena.

### 2.1.2 Alignment of JP Components

The relevance of the programme components were explained in two ways in this evaluation. Firstly, the JP addressed the needs of the beneficiaries as identified in the baseline. The programme set its basic components with the participation of experts, local institutions, and prospective beneficiaries. The prospective beneficiaries identified and prioritized the components in the categories of (1) capacity building; (2) livelihood improvement; (3) literacy and life skills training; (4) business planning support; (5) farm inputs and technology transfer. The capacity building activities of the JP is aligned to the component of strengthening capacities; the livelihood improvement activities of the JP were aligned to the component of creating opportunities for secure livelihoods

such as IGA supports; supports in the area of business planning activities of the JP were aligned to the component of strengthening capacities and promoting inclusive business practices; literacy and life skill training activities of the JP were aligned to the components of strengthening capacities; and finally, the farm input and technology transfer support activities of the JP were in alignment with the component of creating resilient livelihoods and opportunities for secure livelihoods. By doing so, the JP's aim was accelerating women's and girls' economic empowerment, by progressing towards and ensuring inclusive economic growth and food security and nutrition as presented in Table 6 below.

**Table 6. Sectorial areas of intervention of the JP components**

Programme Components	Sectoral Areas of Intervention
<b>Inclusive economic growth</b>	1 - Create opportunities for decent jobs and secure livelihoods. 2 - Create better government policies; fair & accountable public institutions; 3 - Promote inclusive and sustainable business practices.
<b>Food security &amp; nutrition</b>	4 - Integrated approaches for alleviating child hunger and malnutrition. 5 - Promote sustainable and resilient livelihoods for vulnerable households, especially in the context of adaptation to climate change. 6 - Strengthen capacities to generate information via assessment, M&E.

Source: Final Programme Document (January 2015)

Secondly, the JP addressed the different yet interlinked areas of gender inequality in an integrated manner as depicted in the model (women's empowerment continuum model). The programme in this respect addressed gender inequality at the individual level (e.g. lack of access to and control over resources and services, etc.), societal level (e.g. patriarchal norms that put women at the subordinate position to men) and institutional level (e.g. gender-blind policies, systems and procedures). As a continuum of change, the JP started the change impact from individual level (micro-level) changes through community levels (meso level) to formal policy institutions (macro level).

**Finding 2:** The JP addressed the need of beneficiaries as identified in the baseline. Additionally, it addressed the different but interlinked areas of gender inequality in an integrated manner. For these reasons, the programme components were relevant.

### 2.1.3 Relevance of the partnership created

To help women secure sustainable livelihoods and ensure their economic rights, the JP employed a multi-faceted approach. This approach called for the collaboration among IFAD, FAO, WFP, UN Women, local women associations, government institutions and CSOs. The collaboration helped the programme to benefit from the technical expertise of and financial support from these organizations. Besides, the partnership improved cooperation and dialogue among actors working for the economic empowerment of rural women, building their capacities. In terms of this, the joint monitoring missions and collaboration among local level government actors to implement and follow up the progress of activities on women's economic empowerment were cited as instances by KIIs. However, the gaps in coordination and partnership as indicated by both primary and secondary sources were:

- Coordination gap among the local level government partners at the beginning of the programme resulted in delay in implementation mainly in Afar region;
- Limitations in harmonised understanding of the JP and commitment among stakeholders;
- Limitations in information flow around the JP results among local, regional and federal level stakeholders, which affected the documentation of JP results.
- Gap in the prioritization of issues, as well as in implementing activities in an order of priority – for instance, milk processing was procured and supplied for milk processing cooperatives before supporting the production of surplus milk. Due to the shortage of supply of milk, milk processing machines were underperforming or at times, idle, which in the long-run was unproductive and not feasible.

**Finding 3:** To help women secure sustainable livelihoods and ensure their economic rights, the JP employed a multi-faceted approach that demands working with different actors. The collaboration benefited the programme from the technical expertise and financial support gained from all of the collaborating actors. It also improved cooperation and dialogue among actors and built their capacities. However, there were gaps in the coordination and collaboration effort, which included: delay in implementation observed in Afar region during the beginning of the programme since the terms of collaboration between participating UN Agencies and implementing government partners took long time; different levels of understanding and commitment among stakeholders from the side of the government, especially at local levels; gaps in flow and quality of information from local level government implementing partners as well as in implementing activities in an order of priority by implementing government partners.

#### 2.1.4 Relevance of the M & E Framework

The JP was informed by a baseline survey conducted to generate qualitative and quantitative information with regard to the indicators set in the Performance Monitoring Framework. A review of the project document, baseline surveys, and the Performance Monitoring Framework disclosed that the JP's expected results were in line with the problems identified in the baseline survey. The identified gaps in the matrix were that indicators on environmental sustainability, women's workload and time poverty and different needs of women groups were not clearly indicated to measure change. Besides, no reports on these gender and women empowerment issues were documented as unintended results. Also, how to measure the change in societal attitude by engaging men was not clearly depicted in the performance matrix. Additionally, more qualitative indicators to measure results were lacking, for instance, performance related changes following skill training and technologies provided cannot be measured only with output level indicators presented in the matrix.

Another missing link observed in the M & E framework, as obtained from primary sources, was that most of the times monitoring visits were made separately by the key stakeholders like FAO, WFP and UN Women with their relevant government sector offices such as BoWCA. This curtailed the uniform flow of information among stakeholders, availability of organized documentation of data on results validated by stakeholders, as well as consensus on solutions to problems in implementation.

In terms of communication and advocacy strategies, the approaches used by the JP were field visits, dissemination of success stories, and use of print and electronic media. Working closely and building a

partnership with regional government agencies and UN Women, IFAD, WFP and FAO, CSOs and women's local association were among the approaches put in use. These approaches were relevant to advance rural women's economic empowerment, increase the JP's visibility and its resource mobilization, as well as enhanced public awareness on gender equality and women's economic empowerment.

**Finding 4:** The JP was informed by a baseline survey, the conduct of which helped setting indicators in the Performance Monitoring Framework and establishing association between program outcomes, outputs, and activities. The M & E framework, however, did not set qualitative indicators at times to document changes in rural women's livelihoods. The way monitoring visits were paid curtailed the uniform flow of and validated information among stakeholders, availability of organized documentation of data on results at government implementing partners' level as well as consensus on solutions to problems and sometimes improvements in implementation.

## 2.2. Effectiveness: Achievement of Outputs and Outcomes

This section deals with expounding on the achievement of outputs and outcomes as well as the JP's contribution in improving beneficiary women's livelihoods.

### 2.2.1. Achievement of Outputs and Outcomes

#### 2.2.1.1 Outcome 1- Rural women improve their food security and nutrition

##### 2.2.1.1.1 Frequency and composition of meals

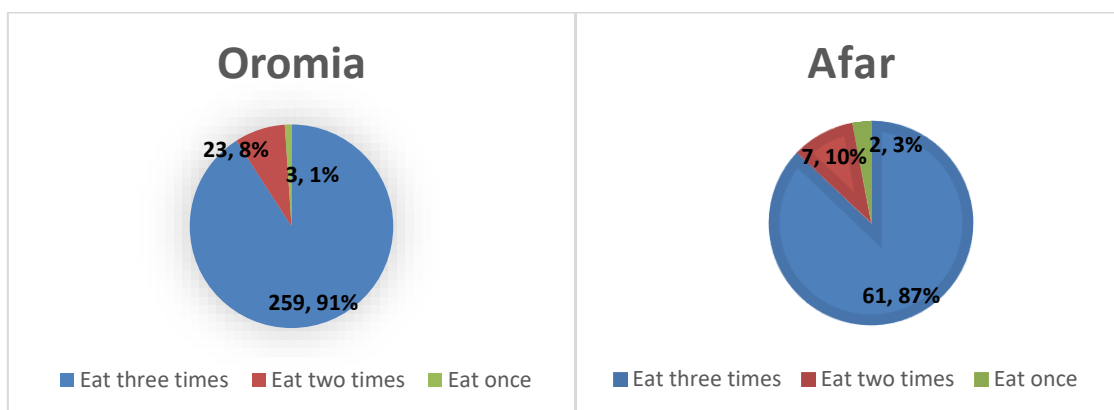
Eating three times a day with at least three or more groups of food served per meal was taken as an achievement indicator for improvement of beneficiaries' food security and nutrition. Accordingly, the baseline survey result shows that 87.6 percent in Oromia and 39.9 percent in Afar eat 3 times a day. The actual implementation (performance<sup>15</sup>) of the JP is that 90 percent of the beneficiary women in Oromia and 35 percent in Afar are able to eat three times a day. The performance is 2.4 percent higher than the baseline data in Oromia and 4.9 percent less than the baseline data in Afar.

The results of the survey<sup>16</sup> conducted by the consultant team, presented in Chart 1 below, show that 93 percent in Oromia and 87 percent in Afar eat three times a day. The result is 5.4 percent above the baseline for Oromia and 47.1 percent above the baseline for Afar. Even if there is a discrepancy between the survey findings of the consultant team and the actual performance due to sampling method employed, it could be safely concluded that the JP is effective in bringing about change in frequency of meals.

<sup>15</sup> Data pertaining to actual implementation or performance in all of the outputs and outcomes discussed under the effectiveness section is taken from the JP's result framework (April 2018)

<sup>16</sup> Current survey refers to the survey conducted by the evaluation team

Chart 1. Daily Food Intake of Beneficiaries



Source: Survey Data Result from Fieldwork (September 2018)

The results of the survey conducted by the consultant team show that there is improvement households' daily intake of nutrients in both regions. In Afar, as depicted in Table 7 below, fruits and vegetables were included in the household food menu (14.5 percent which was only 1.4 percent before the JP). In Oromia, 57.3 percent of the beneficiary households surveyed report that fruits and vegetables were included into their food menu (which was only 3.3 percent before the JP). The achievement in this output is high in both regions and the JP is effective in achieving the programme results. The diet diversity included milk, butter, eggs, fruits, vegetables etc.

The JP's effectiveness in changing the frequency and dietary composition of meals was also confirmed by KIIs and FGDS.

Table 7. Dietary Status of Beneficiaries

Households' daily intake of nutrients after JP				
Region	Dairy product & meat	Fruits and vegetable	Other	Total
Oromia	68 (28.5%)	137 (57.3%)	34 (14.2%)	239 (100%)
Afar	53 (76.8%)	10 (14.5%)	6 (8.7%)	69 (100%)
Household's daily intake of nutrients before JP				
Region	Dairy product & meat	Fruits and vegetable	Other	Total
Oromia	6 (2.5%)	8 (3.3%)	225 (94.1%)	239 (100%)
Afar	68 (98.6%)	1 (1.4%)	2 (2.9%)	71 (100%)

Source: Survey Data Result from Fieldwork (September 2018)

The beneficiaries improved their daily intake of nutrients – those beneficiaries that engaged in rearing dairy cows, milk processing and fattening added meat and dairy products to their daily food menu; those that grow vegetables and fruits added fruits and vegetables to their daily food menu. The categories in “others” include fried or boiled beans, etc.

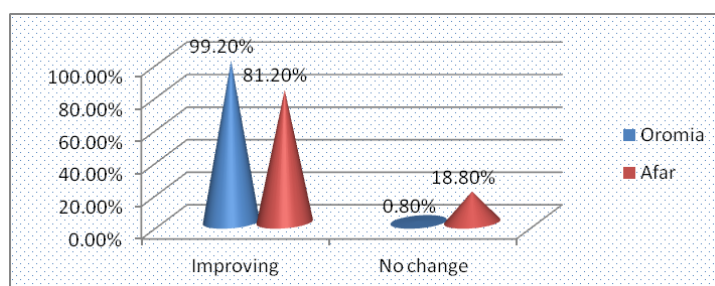
### 2.2.1.1.2 Rural women's control and management over household food reserves

The JP has set rural women's control and management over household food reserves as the second measure of improvement in food security and nutrition. As per the baseline data, 20.6 percent women in Oromia and no woman in Afar (due to depletion of household assets by droughts) controlled and managed household food reserves. The performance of the JP is that 57 percent (1,436; 1,326 in Oromia and 110 in Afar) of the 2500 beneficiary women initially planned were now able to control and manage their household food reserve. The results of the survey conducted by the consultant team indicate that, as presented in Chart 2 below, before the JP, only 14 percent of beneficiary women managed household food reserves by their own or with their husband. After the JP, 66.8 percent of beneficiary women and their spouse together manage household food reserves. Thus, there is improvement when the baseline is compared with the JP's performance (from 20.6 percent to 57 percent) and with the consultant's survey (from 20.6 percent to 66.8 percent).

KIIs and FGDs also asserted that women's control over and management of household food reserves improved after the JP. As indicated by both primary and secondary sources, the improvement in household food reserve management was due to the increased food supply from improved productivity gains (due to farm technology and input supports from the JP) and training on control and management of household food reserves.

The findings of the survey conducted by the consultant team revealed a significant change in household food supply from own production after the JP, as depicted in the Chart 2 below. i.e., 99.2 percent of respondents in Oromia and 98.6 percent in Afar region indicated that their food supply improved (from own farm).

**Chart 2. Household food supply from own production after JP**



Source: Survey Data Result from Fieldwork (September 2018)

**Finding 5:** The JP's support enhanced the frequency and dietary composition of meals. Increment has also been observed in farm productivity due to the JP's farm technology and input support. As farm productivity of beneficiaries increased, household food supply increased, which also improved the household's food reserve. Increased productivity as well as training on food reserve management enhanced women's control over and management of household food reserve. All these contributed to the Programme's effectiveness in enhancing household food security and nutrition.

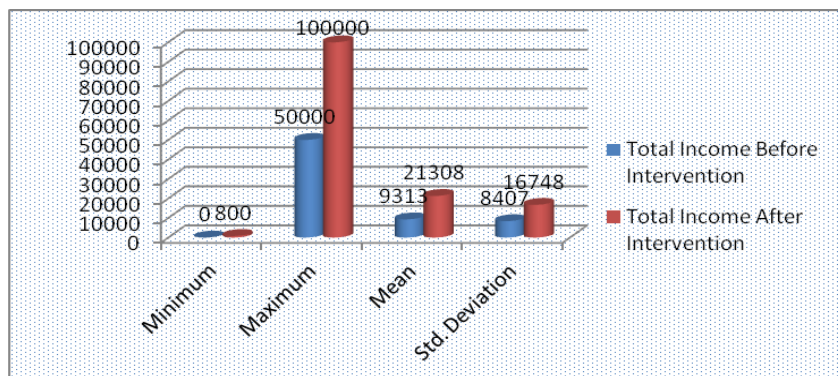
### 2.2.1.2 Outcome 2- Rural women increase their income to sustain their livelihoods

#### 2.2.1.2.1. Increase income to sustain livelihoods

Through the Programme's support, beneficiary women were able to earn an average net income of ETB 12,000 (USD 435.48) per year as indicated in the final report (2018) of JP. The baseline data was ETB 2,878 (USD 137) and ETB 1,800 (USD 86) average per year in Oromia and Afar regions in that order. The data in Chart 3 below,

from the survey conducted by the consultant team, show that the average income of women before the JP was ETB 9,313 (USD 336.40) per year whereas the average income after the JP increases to ETB 21,308 (USD 774.30). The income difference of beneficiaries in both regions amounts to ETB 11,995 (USD 435.86). In general, the average income of beneficiaries is more than double after the JP’s support in both regions. Thus, the JP is effective in increasing beneficiary incomes.

**Chart 3. Improvements in Average Income of Beneficiaries**



Source: Survey Data Result from Fieldwork (September 2018)

The increase in income is also confirmed by the KIIs and FGDs. Moreover, the KIIs and FGDs indicate that the beneficiary women’s income apart from sustaining their livelihoods helps them engage in other business, even businesses with value addition, promote saving habit, send their children to school, and construct new houses. It also makes them see a bright future in their lives and motivates them for higher achievement. The qualitative data further reveals that the increase in income enhances beneficiary women’s decision-making power within their household. The following case stories are presented in support of the improvement in income of beneficiary women.

**Picture 1. Newly Constructed House, Start-up Hair Salon & Household Furniture by Beneficiary in Adamitulu**



New House Built (AT-JK) (by JP beneficiary)  
Source: Fieldwork Photo from AT-JK District



Mini Hair Salon (by JP beneficiary)  
Source: UN Women/Fikirte Abebe (Right – AT – JK District)

### Box 1. Summary of Case Story from Adamitulu Jidokombolcha District

**Case story of Tulule from Abine Gowota RUSCCO of Adamitulu District:** Tulule is a member of Abine Gowota saving and credit cooperative. She borrowed ETB 6280 (USD 227.50) and bought a sheep and a goat. She also bought a donkey and cart for her son who was previously unemployed. Additionally, she built a house with corrugated iron sheet and plastered with cement. Before the JP support she had a very small house built with grass and mud. Tulule's improvement interested researchers from Melkassa Agricultural Research Institute, so the institute provided her with training and grain storage. The ownership of the modern storage gave her the opportunity to sell the grains for appropriate price in the market (maximize seasonal price variations). She is also making profit from cattle fattening and she is saving the portion of the profit in Cooperative Bank of Oromia. Moreover, she is able to serve her family with diversified and nutritious food. She strongly believes that providing adequate loan to rural women can change their lives.

Source: Summary of Case Story and Key Informant Interview Data Result from Fieldwork (September 2018)

Out of the planned target of 1,200 women, according to the JP report, 91.4 percent (1,097 rural women; about 97.4 percent i.e. 1,069 in Oromia and 2.6 percent i.e. 28 in Afar) got access to diversified market. No woman had such access in both regions according to the baseline data. National and regional level market exposures were also created for 23 rural women from the three targeted districts of Oromia region. The deputy head of the cooperative agency of Oromia stated that the bureau established market links to producer cooperatives through their unions to key buyers in the country. For instance, Bekelcha Beri Milk processing cooperative supplied milk and butter to hotels in the district town. Grain producers from Bedhatu cooperative in Dodola district supplied second generation improved seed to the Oromia Grain Trade Enterprise through unions. Beneficiary women from Abdi Boru and Habine Gowota Saving & Credit Cooperatives in Adamitulu district sell second generation improved wheat and maize seeds to Oromia Grain Trade Enterprise through unions.

Training was provided on marketing, including export opportunities of high value crops. With the JP's support some of the women also got the opportunity to participate in bazaars, conferences and exhibitions. The findings from KIIs and FGDs showed that such events helped the women to introduce and sell their products, learn from the experience of others and create the opportunity for networking. About 20 women leaders from the two regions and 36 women members from Oromia Region travelled to the Southern Nations Nationalities and Peoples Region for experience sharing with the support of the JP. Beneficiary women were able to gain practical knowledge (from experiences of women whose livelihoods have improved due to the persistence and endurance in the context of gender-related constraints).

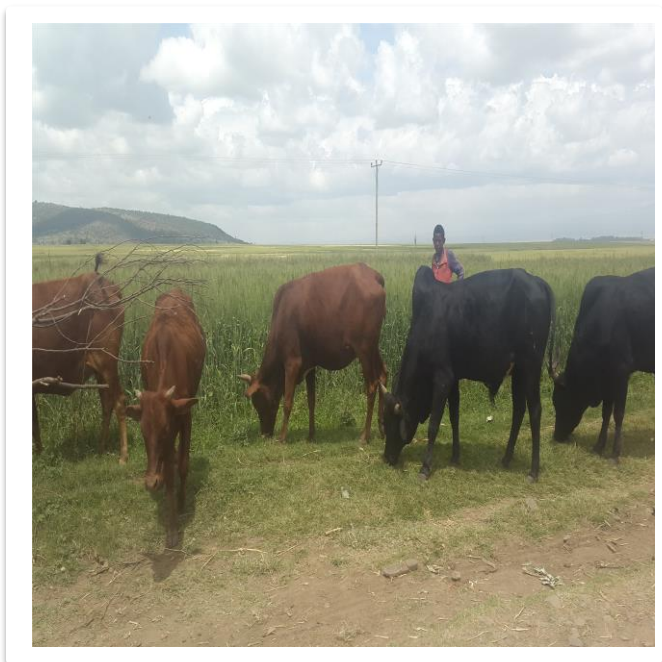
#### 2.2.1.2.2. Access to holistic IGAs, gender-sensitive financial and non-financial services

In the baseline data, it is indicated that only 38.2 percent of women in Oromia had access to financial services which were found to be gender insensitive. No women in Afar had access to these services. But through the JP's support, 86 percent (2170) of rural women (1,836 in Oromia and 334 in Afar) had got access to start-up capital ranging from 4,000 in Oromia (USD 145) to ETB 15,000 (USD 508) in Afar for running IGAs. It is worth noting that in Afar, implementation began by establishing cooperatives from scratch; hence this together with the lengthy process at the beginning of the implementation process, it could be said that the achievement recorded is even more successful in this region.



**Box 2. Case of Zahara Haji (from Dodola district)**

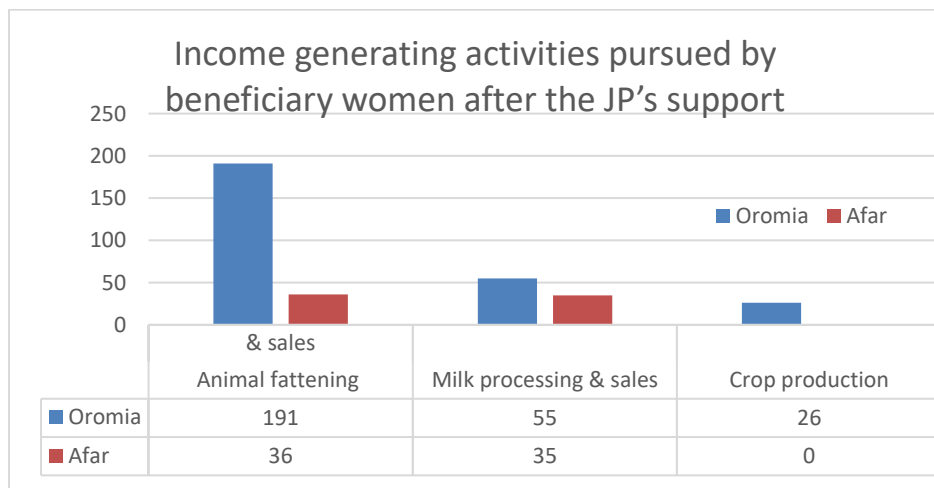
Zahara took a loan of 6180 ETB (USD 225) and bought a cow. She started earning an income by selling milk. She again took 9000 ETB (USD 327) & rented 0.5 hectare of land. She also received improved wheat seed from JP support and is expecting to harvest 50 quintals with a market value of 70,000 ETB (USD 2544)



Source: UN Women/Fikirte (AT – JK District)

The result of the survey conducted by the evaluation team confirmed the improvements in relation to this specific output. The new IGAs initiated by the JP, as indicated in Chart 4 below, were animal fattening and sales (70.2 percent in Oromia and 50.7 percent in Afar), milk collection, processing and sales (20.2 percent in Oromia and 49.3 percent in Afar) and crop production (9.6 percent in Oromia).

**Chart 4. Support from the JP**

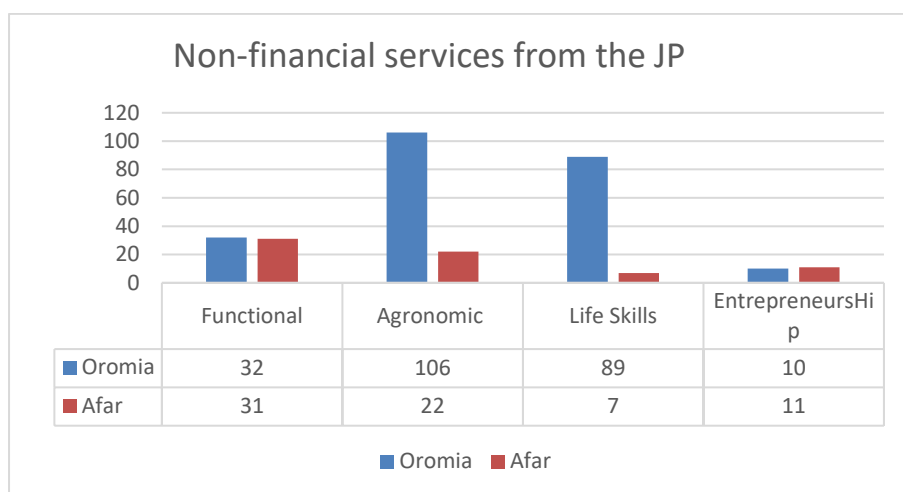


Source: Survey Data Result from Fieldwork (September 2018)

Apart from the financial services, the JP supported the beneficiaries in the provision of gender sensitive non-financial services. According to the JP report, 81 percent of 2500 rural women (92 percent in Oromia and 33.2 percent in Afar) benefited from gender-sensitive non-financial services.

The findings of the survey conducted by the consultant team indicated that access to gender-sensitive non-financial services was created by the JP. The Chart 5 below presents the non-financial services provided by the JP disaggregated by the type of training. In view of that, 13.5 percent from Oromia and 43.7 percent from Afar were trained in functional adult literacy; 44.7 percent from Oromia and 31 percent from Afar were trained in agronomic practices; 37.6 percent from Oromia and 9.9 percent from Afar were trained in life and business development skill training and 15.5 percent from Afar and 4.2 percent from Oromia were trained in entrepreneurial skill training.

**Chart 5. Support from the JP**



Source: Survey Data Result from Fieldwork (September 2018)

As indicated by FGDs, KIIs and observations in the field, the JP enhanced the productivity of beneficiary women’s farms. The result of the survey conducted by the consultant team, as indicated in Table 8 below, shows that the average productivity per hectare increased from 3.87 quintals before the JP to 25.05 quintals after the JP. The increase in productivity, as table 8 below shows, is by tenfold (from a maximum of 3000 kilogram before the JP to 30000 kilogram after the JP).

**Table 8. Average Improvement in crop productivity before and after the JP in target districts of Oromia**

Yield Per Hectare in kilo gram	N	Minimum	Maximum	Mean
Yield of key crop per hectare before the JP in kilogram	225	.00	3000	387
Yield of key crop per hectare after the JP in kilogram	225	.00	30000	2505

Source: Field Work Data (Sept 2018)

**2.2.1.2.3. Knowledge and skills on functional adult literacy and Entrepreneurship**

As confirmed by focus group discussants and key informants, the adult education and training approach employed by the JP is effective because it is provided in their local language and relates with their experience. Owing to the numerical skills they gain, discussants avow that they can now operate their cell phones easily

(identify caller identity, send basic information via texts, save phone numbers) and register their expenses. They also affirmed that they got knowledge on hygiene and sanitation as well as improved their entrepreneurial and business management skills. As observed in the field, the beneficiary women diversified their income sources and the demand for loan has increased.

#### 2.2.1.2.4. Access to productive resources (land and agricultural inputs)

**Technology inputs:** Out of the planned 1500 targets, 617 (41.1%) rural women (567 in Oromia and 50 in Afar), were able to access technology and tools. The technologies included, tractor, hand operated cream separator, hand operated butter turner, aluminum milk container, deep freezer and fodder processor. This is an encouraging result because no woman had access to technology and tools before the JP, as reported in the baseline. Technology support provided along with the number of women benefitting is presented in the table 9 below.

**Table 9. Technology Support Provided to Beneficiary Cooperatives in Target Districts of Oromia & Afar Regions**

Oromia Region	District	Available Technology	Number of members
Bedhatu & Abdi boru	Dodola	Milk processing & crop farm	530
Abdiboru & Abne Gowota	Adamitulu	Fattening & milk processing	607
BekelchaBeri & Derie Biftu	Yayagulell	Milk processing & fattening	966
Total			2103
Afar Region			
Yweie & Gndlie	Dubti	Fattening & Milk processing	250
Lihara & Boyna	Dubti	Milk processing & Fattening	250
Total			300

Source: Summarized from JP 2017 Report (2018)

The data in Table 9 above shows that the cooperative members were organized in different sets of IGAs corresponding to technology provided: 937 women organized in animal fattening and 1,373 women organized in milk processing in both regions and 265 women organized in crop production (mechanized farming using tractor in Dodola district of Oromia). Table 9 above presents the disaggregated data.

#### Picture 2. Cattle Fattening & Goat Rearing (Adami Tulu Jodo Kombolcha Districts)

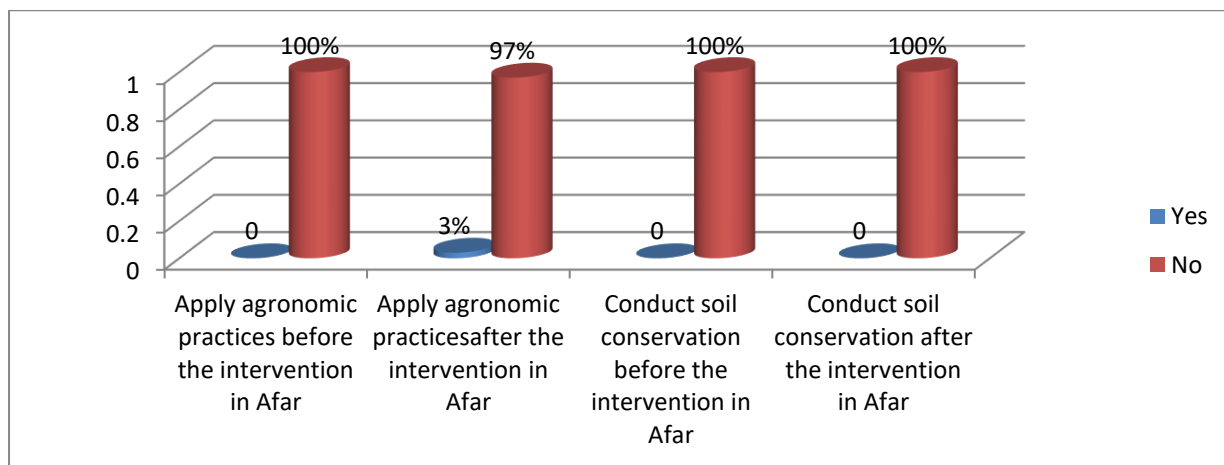
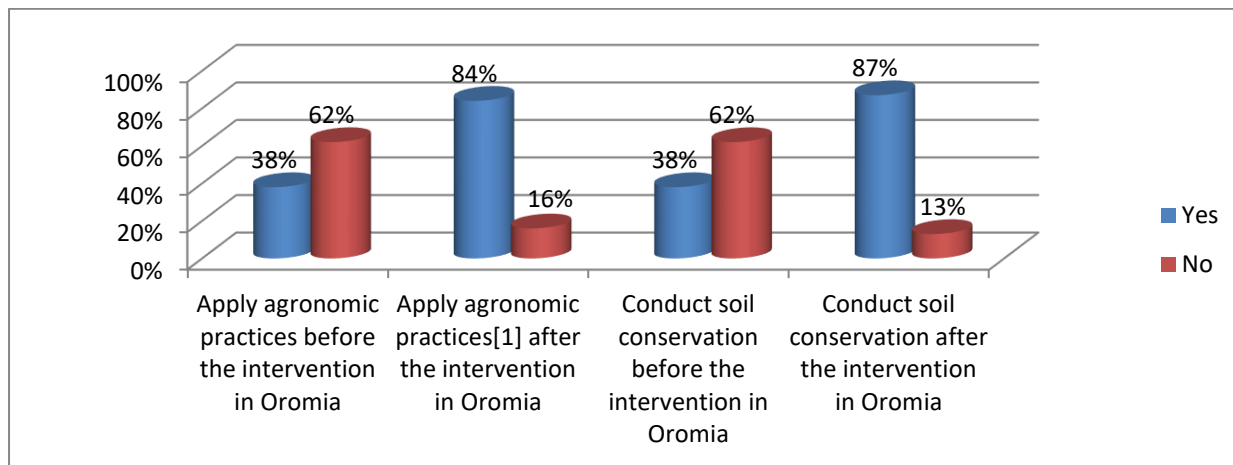


Cattle for fattening (AT-JK - Left)

Source: UN Women/Fikerte Abebe

**Sustainable Land Management Practices:** The data in Chart 6 below shows that 38 percent of the beneficiary women in Oromia were able to apply agronomic practices and conducted soil conservation before the JP. After the JP, 84 percent and 87 percent applied agronomic practices and conducted soil conservation respectively. In Afar, the livelihood system is pastoralist thus sustainable land management practices were not observed.

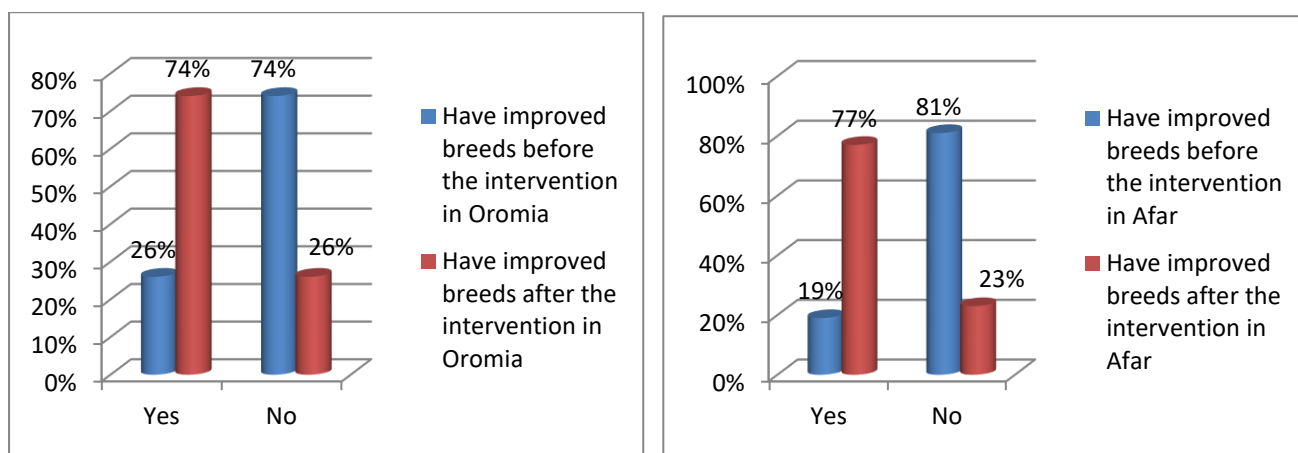
**Chart 6. Sustainable Land Management Practices Used by Beneficiary Women**



Source: Survey Data Result from Fieldwork (September 2018)

**Improved livestock breeds:** The data in Chart 7 below shows that the number of beneficiaries who own improved livestock breeds increased from 26 percent to 74 percent in Oromia and from 19 percent to 77 percent in Afar regions.

Chart 7. Improved Animal Breeds Provided by the JP to Beneficiary Women



Source: Survey Data Result from Fieldwork (September 2018)

**Land:** The baseline data indicates that none in Afar and only 18 percent of women in Oromia were able to own land jointly with their spouses. In Ethiopia land is legally owned by the government, however, the citizens can lease the land from the government as well as own properties on the land. The result of survey conducted by the consultant team shows that after the JP's support, 36.1 percent in Oromia Region women who previously were not recognized as the co-owner of their land, had now joint ownership right with their spouses. Moreover, as indicated in Table 10 below, 89.6 percent of the respondents in Oromia indicated that they decided jointly with their spouse on land use. Data from Afar is incomplete to be conclusive because of lack of updated evidence. As the issuance of certificates that ensure joint ownership is an initiative of the government, the achieved result cannot be considered only that of the JP's. But the JP contributed in facilitating this result; i.e. through the provision of training on women's land rights & sensitization works.

Additionally, KILs confirmed that five women cooperatives with 730 rural women members received 2.5 hectare of land (1 hectare to 1 cooperative in Oromia and 1.5 hectare to 4 cooperatives in Afar regions). Primary data sources show that the gender sensitization trainings conducted at various levels paved the way for the above-mentioned achievement, but also imply that more should be done to exhibit enhanced results (increase in the number of women having joint land certificates with their spouses and own land in groups).

Table 10. Land Certification and Decision over Use of the Land by Respondents in Oromia Region

Land ownership(certification in ...)	My name	My husband	Both of us	Other	Total
	28 (12.8%)	72 (33.3%)	78 (36.1%)	38 (17.8%)	216 (100%)
Decision over land use	My husband decides	I decide	Both decide	Total	
	6 (2.3%)	23 (8.3%)	249 (89.6%)	278 (100%)	

Table 11. Land Certification and Decision over Use of the Land by Respondents in Afar Region

Land ownership (certificate in ...)	My name	My husband	Both of us	Other	Total
	11 (34.8%)	17 (50%)	0	5 (15.2%)	33 (100%)
Decision over land use	My husband decides	I decide	Both decide	Total	
	17 (32.1%)	2 (3.8%)	34 (12.2%)	53 (100%)	

Source: Survey Data Result from Fieldwork (September 2018)

**Labour saving equipment:** The JP support in the provision of labor-saving equipment reduced women’s workload and saved their time to engage in other productive activities. In this respect, the JP supported the provision of maize shellers (for women’s cooperatives in Adamitulu Jodokombolcha district), tractors (for cooperative in Dodola) and milk-processing tools for cooperatives in Dubti district of Afar and Yaya Gullele district of Oromia regions

**Picture 3. Labor-saving Equipment Provided by the JP**



Source: UN Women/Fikerte Abebe



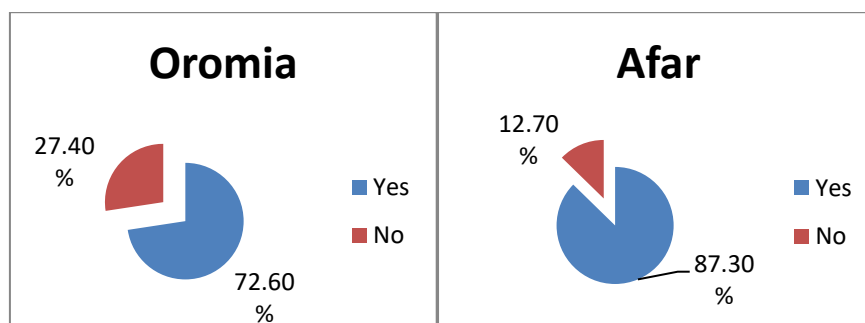
Source: UN Women/Fikerte Abebe

**Finding 6:** The use of technologies and farm inputs by beneficiary women improved after the JP. The knowledge and technical skills support improved the potential of the beneficiary women and facilitated their access to productive resources. Using the opportunities availed by the JP’s support, targeted women were able to earn their own income, create assets and change the living style of the household. Families at the verge of disintegration due to asset depletion related poverty were reunited and start living together

### 2.2.1.3 Outcome 3- Rural women strengthen their voice in decisions that affect their lives

#### 2.2.1.3.1. Participation in decision making in rural institutions and communities

In the public sphere, 108 rural women (96 in Oromia and 12 in Afar) assumed positions in the administration, audit, control and loan committees of their cooperatives. According to the baseline survey, no woman held such positions in both regions. A total of 24 leaders of cooperatives, 54 leaders of other women associations and 112 rural women have got training on leadership and management, family law and economic rights, consistent with the JP’s annual report. As per the baseline data, no training on this topic had been implemented before the JP started and the data was not disaggregated by region.

**Chart 8. Participation of Beneficiaries including women leaders in IGAs and Market Training by Region**

As confirmed from FGD participants from Bekelcha Beri cooperative in Adamitulu Jidokombolcha district, a woman started participating in Local Gada Institution<sup>17</sup>, as secretary. This was made possible through the JP's awareness creation training and community conversations, as explained by the FGD participants.

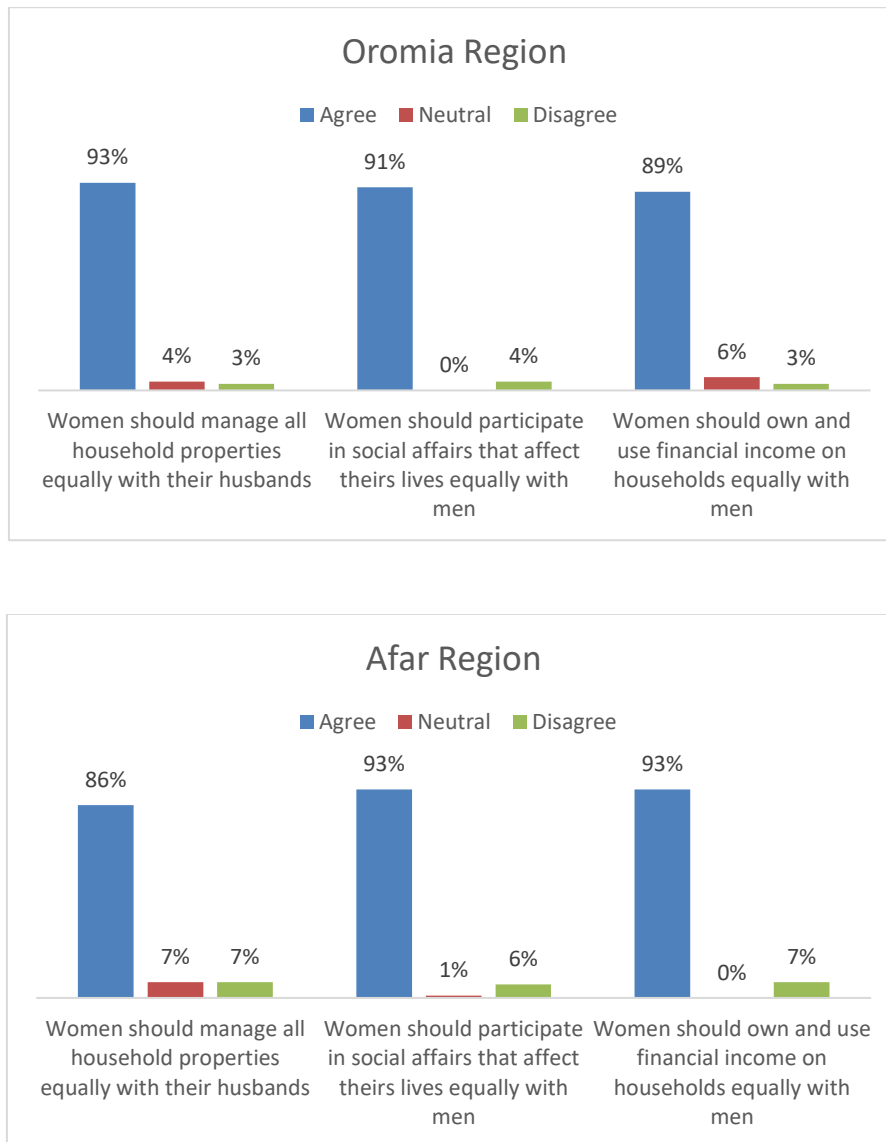
#### 2.2.1.3.2. Confidence and leadership skills built

The baseline data points out that there is a low level of awareness on gender and women right's issues in targeted areas. In Oromia, 10.8 percent of the target community members were trained on gender equality and women's rights. During its implementation, the JP creates awareness on gender equality and women empowerment for about 7,990 community members (6,246 female and 1,744 male) that includes targeted women, their spouses, members of the JP's technical working group and steering committees and members of women associations.

Discussions made with beneficiary women assert that awareness creation sessions and the change in their income encouraged spouses to care and look after children, support wives for them to be able to engage in more profitable business and also ensured targeted women's freedom of mobility. These changes inspired local institutions to plan more on women's empowerment activities in their localities. Hands-on experiences of women, presented in the case story below, supports the findings above. Women were also encouraged to make their voices heard, be leaders at local community institutions and cooperative associations, and participated in local government institutions that concern them such as development committees, peace committees, etc. Findings of the survey conducted by the consultant team on knowledge about and attitude towards women's empowerment is depicted in chart 9 below.

<sup>17</sup> The Gada System is a UNESCO registered Intangible Cultural Heritage practiced by Oromo People of Ethiopia. Gada guides the life course of individuals and regulates political, economic, social and religious activities of the community. It also serves as a mechanism of socialization, education, religious expression, peace maintenance, social cohesion and principles of equality and freedom. The transition from one Gada period to another is marked by a formal power transfer ceremony. Gada system incorporates pivotal institutions such as Moggaasa (naturalization), Guddifecha (adoption), Araara (conflict resolution), Gumaa (reparation), Rako (marriage law), Waaqeffanna (Oromo religion) and Sinqee (institution to safeguard women's rights).

**Chart 9. Improvements in Attitude & Knowledge about Women Empowerment by Beneficiary Women**



Source: Survey Data Result from Fieldwork (September 2018)

From the data in the Chart 9 above, out of the sample beneficiaries participated in the questionnaire survey, 89 percent from Oromia and 93 percent from Afar now believe that women and men should own and use financial income of households equally. Also, 91 percent of the respondents from Oromia and 93 percent from Afar now believe that women should participate in social affairs that affect their lives equally with men. In addition, 93 percent of the respondents from Oromia and 86 percent from Afar now believe that women should manage all households' properties equally with their husbands. The baseline survey result showed that there was a low level of awareness on gender and women right's issues in targeted areas (10 percent in Oromia and none in Afar). This shows how the JP support contributed towards the improvement of attitudes of husbands and women's understanding on the rights of women and girls in the target location.



### Box 3. Focus Group Discussion Summary

**FGD participants from Adamitulu Jido Kombolcha woreda:** One of the focus group discussants avowed that her husband used to threaten her not to go to the cooperative's meeting. So, she took him to court and he was fined with 500 ETB (USD 18.1). As the result of this incident her freedom of mobility and freedom to choose and decide on what she wants to do has changed. The husband also started helping her in sharing household chores such as looking after the children, which spare her extra time to engage more in the cooperative's activities. According to the discussant, her assertiveness as well as the roles played by the cooperative and the justice system in protecting her rights are fruits of the trainings.

**FGD participants from Dodola District:** A similar story was reported by a discussant from Dodola. The discussant recounted her experience as follows. "My husband used to criticize me for attending social events and going to the market with friends. For him we were a bunch of deviant women who were not respecting their husband enough. But now, I am free to go to the market, attend the cooperative's activities or fulfill my social responsibilities along with my friends. Things are changing, and I see a lot of prospects for further improvement in our relations, in our welfare and the livelihood assets of our family.

**Finding 7:** The JP's support enabled rural poor women to influence decisions that affected their lives at the household level. The JP also built the capacity of rural women to participate in decision making within rural institutions. Beneficiary women started participating in local development committees, associations, cooperatives and conversation groups as members and leaders. This is a big achievement because the changes were evident even in the culturally and religiously conservative society of Afar.

#### 2.2.1.4.1. Evidence-based research and analysis to inform policy development and monitoring conducted

The JP supported two evidence-based researches on "Costing the Gender Gap in Agricultural Productivity in Ethiopia", and "Budget Tracking of Agriculture Sector from Gender Perspective". It is believed that these research results informed and will inform policy development; enhanced and will enhance the awareness on the existing gender gap (e.g. Women's productivity is 35 percent lower than men farmers due to low access to agricultural inputs) and helped and will help to design solutions to narrow these gaps:

#### 2.2.1.4.2. Gender responsive policy and institutional environment created

As indicated in the baseline data, the agriculture sector policies were gender-blind and gender mainstreaming was not included in the preparation of local plans. The JP's support has resulted in the achievement of the following:

- The establishment of a National Network for Gender Equality in Agriculture;
- Engendering the Cooperative Strengthening Manual;
- The popularization of the Ministry of Agriculture and Livestock's Gender Strategy;
- The provision of capacity building on issues of gender equality, and how to succeed in conducting IGAs to ten RUSACCOs and four Farmer Training Centres (FTCs) in Oromia.

Because of these capacity building activities, cooperatives were able to increase their members, plan activities and improve the management of their finances. For instance, the membership for Bekelcha Beri RUSACCO increased from just 16 before the JP to 307 after the JP.

The achievement of the JP in this regard was attributed to its support for the creation of a conducive institutional environment for gender responsive policy design and implementation. For instance, as KIIs confirmed, through the Network the JP advocated to make the Agricultural Sector Policy and Investment Framework (PIF) gender-sensitive.

#### 2.2.1.4.3. Capacity enhanced to conduct gender analysis and integrate gender sensitive indicators and targets in planning and budgeting

Capacity building training on conducting gender analysis and incorporating gender-sensitive indicators in programme planning and management was provided for 1,332 (775 female and 557 male) government experts and officials in the agriculture, cooperatives and education, livestock and fishery and women and children affairs sectors. Such capacity was limited in both regions, in accordance with the baseline data. According to key informants, these capacity building activities resulted in strengthened capacities of targeted institutions in terms of knowledge and competence on gender mainstreaming. Because of the capacity building activities, experts at district level started planning activities in gender disaggregated manner.

**Finding 8:** The creation of a conducive policy and institutional environment lays the foundations for achieving the goals of gender equality and women’s economic empowerment. To this end, the JP supported two evidence-based researches, the formation of the National Network for Gender Equality in the agriculture sector, the development of a gender – sensitive manual on Cooperative Strengthening and the popularization of the Gender Strategy of the Ministry of Agriculture and Livestock. With the objective of enhancing the capacity of government stakeholders, gender analysis and gender sensitive programme planning trainings were conducted by the support of the JP.

#### 2.2.2 The Programme’s Contribution to Improved Livelihoods of beneficiaries

The JP's effectiveness could be explained best by the following table which summarizes the programme's contribution to the improvement of beneficiaries' livelihoods as broader level development results, as in Table 12 below.

**Table 12. Summary of Contribution to Improvements to Broader Livelihood Measures**

Broader Development results	Contribution to improvements in livelihoods and poverty reduction of the beneficiary women
a. Household income & assets	Income, assets, savings, and loan utilization improve. The beneficiaries employ productive investments and diversify their income sources. This improves the resilience of their livelihoods to various shocks.

b. Human & human & social capital	The leadership roles of beneficiary women in community organizations, development committees, women’s associations and cooperatives increase. This improves women’s social and political status. The confidence and self-esteem of individual women improves. Beneficiary women thus demand for collective voice (associations and cooperatives). As women associations and cooperatives get stronger, gender-blind institutions will be changing.
c. Food security & productivity	The dietary intake and frequency of meals for beneficiary women improve when incomes increase. Besides, farm productivity in terms of yield per hectare has more than doubled and beneficiary women start adding value to their farm products. Intensification and cultivation of idle land (including renting land) and engagement in diverse IGAs are also observed.
d. Institutions and policies	Support is provided to the establishment of structures (e.g. the Gender Equality in Agriculture Network) and strategy (Gender mainstreaming strategy of the Ministry of Agriculture and Livestock). Supported by capacity building trainings, at local levels, government implementing institutions started planning gender disaggregated activities. When the activities of the institutions mentioned above trickles down to local level, with positive results in changes in planning activities, the quality & performance of institutions and policies affecting rural poor women will be altered.
e. Natural resources	After the JP beneficiary women started practicing agronomic and sustainable farm practices such as integrated crop and livestock farming, use of compost, using natural soil nutrient enhancing mechanisms and respond to livelihood and farm shocks.
f. Gender equality & women empowerment	Key gender equality & women empowerment indicators that relate to the extent of improvement in women’s holistic transformation measures are: cognitive (knowledge and attitude), psychological (confidence and self-esteem), economic (incomes, assets, etc.) and political (decision-making & systems of inclusion). For instance, 93 percent of the respondents in Afar and 89 percent in Oromia indicate that the attitude of men and women on land registration and asset ownership improves; 89 percent from Oromia and 93 percent from Afar believe that women and men should own and use financial income of households equally; 93 percent of the respondents from Oromia and 86 percent from Afar believes that women should manage all households’ properties equally with their husbands; the average income is more than doubled in both regions; women get cash income , and husband and wife start jointly deciding on household matters after the JP; 91 percent of the respondents from Oromia and 93 percent from Afar believe that women should participate in social affairs that affect their lives equally with men.
g. Innovation & Lessons for Action	The technologies, approaches, mechanisms and structures used to implement the programme are innovative. For instance, the programme beneficiaries start to employ a value-chain approach – which enhances efficiency of the use of available limited loan, use of scientific research-based and natural compost facilitation techniques (use of worms), introducing new diet (chicken, fish, vegetables, honey, root and perennial crops, etc.) This programme has thus lessons learnt for scaling-up. The documented best practices, especially the value chain created on farm

	plot, by one of beneficiary woman can be replicated to change the rural farm business for women.
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Source: Summary of Data Results from Fieldwork (October 2018)

### 2.3. Efficiency

This section specifically assesses budget allocation, cost of the JP as compared to outputs, efficiency of the M&E process as well as timeliness and responsiveness of the JP implementation.

#### 2.3.1 Budget allocation and cost of implementation against results

The JP allocated funds for each outcome and this implies that the costs were in line with the corresponding outputs. Allocation of funds along outcomes and corresponding outputs also helped the JP to monitor the flow of funds and the results so this improved the efficiency of the use of funds.

In terms of beneficiary reach, the initial plan of the JP was to support 2,000 target rural women in both Afar and Oromia regions. However, with the same resources, the JP was able to reach out 2,575 women (2103 in Oromia and 472 in Afar) in the course of its implementation. Thus, in terms of cost, the JP is efficient.

Besides, the JP's use of money could be defined as cost effective. For instance, recurrent cost was reduced. For instance, recurrent costs were reduced using existing mechanisms such focal persons from implementing partners, who were assigned to the JP instead of hiring new personnel. Only three UN staff were hired by JP. Instead of hiring personnel, focal persons from implementing partners are assigned except for the three national level UN staff. Besides, the implementing partners do not have salaried staff at regional and district levels, specifically from the JP fund. The administration cost was only 8 percent of the total budget. The JP management arrangement also identified the responsibilities, institutional competencies and coordination roles of institutions working for women's empowerment. These facilitated the stakeholders' implementation and follow up of activities. The concerned government institutions, such as Ministry of Finance and Economic Cooperation, Ministry of Women and Children's Affairs, Federal Cooperatives Agency and Ministry of Agriculture and Livestock, approved the activities in their respective sectors. This shows that the use of existing structures, systems and resources was effective.

The fund allocated for the JP was USD 3,188,256 (the SDG contribution was USD 1,500,000 and the matching fund was USD 1,688,256). Until April 2018, out of the SDG fund, the JP utilized USD 1,492,619.17, which is 99.5 percent budget utilization. The utilization of the matching fund was USD 1,355,245.06 which is 80.3 percent budget as of 30 April 2018. The JP's implementation is ongoing with the matching fund. According to the minutes of the HLSC and NTWGs, and the annual reports (2016, 2017, 2018) and the progress reports of the UN Women, the funds were used as agreed and the budget is channeled as allocated, further implying the efficiency in budget utilization.

#### 2.3.2. Efficiency of the M & E process

The M & E process improved coordination and collaboration among stakeholders and created clarity on mandate-related issues. It also created an improved context for future cooperation and implementation.

The monitoring of the JP was made based on the targets identified, indicators developed, and results expected. The JP used simple measures, indicators and targets which were clear and understandable to all stakeholders.

As indicated in table 13 below, the JP employed various M&E mechanisms (e.g. mission reports, TWG meetings, donors' meetings, good practice reports, etc.), which added value to the efficiency of the M & E system. It was noted that the periodic meeting and the field missions improved the quality of the programme implementation and performance.

**Table 13. List of Available M&E Reports and Knowledge Products**

<b>Date</b>	<b>Description of the Report</b>	<b>Report Scope</b>
2015	Mission Report	Afar
July 2014	TWGs Meeting (Minutes) – JP launch	Oromia and Afar
Nov 2014	TWGs Meeting (Minutes) – Reflection after the launch	Oromia and Afar
Feb 2015	TWGs Meeting (Minutes) – MoFED update	Oromia and Afar
June 2015	Mission report – support to regional women's affairs	Oromia and Afar
Nov 2015	Mission report – Activity implementation assessment	Oromia and Afar
Dec 2016	Mission report – Micro-level planning support	Oromia and Afar
Dec 2017	Donors Meeting Note	Oromia and Afar
No date	Market Assessment I Report	Oromia and Afar
No date	Good Practice Publication – Male involvement	Oromia and Afar
No date	Key results and human story publication	Oromia
No date	Information about cooperatives under JP Support	Oromia and Afar
2014	Baseline Report	Afar and Oromia
2015	SDG-F Annual Report	Afar and Oromia
2016	MPTF Annual Report	Afar and Oromia
2016	Performance Report	Afar
2016	Performance Report	Oromia
2017	Case Study Report	Oromia
2017	SWAA-E Report on Training	Oromia and Afar
2018	Activity Report	Oromia and Afar
2018	Progress Report	Oromia and Afar
April 2018	M&E Framework	JP RWEE updated M&E Framework
May 2018	Annual Report	JP RWEE SDG Fund Final Report

Source: JP Reports from 2014 – 2018 (September 2018)

The M&E system as obtained from primary and secondary data sources had limitations in flow of information among regional and federal level stakeholders. Limitations related to M&E's relevance were also indicated in the section that deals with relevance of the JP.

### **2.3.3 Timeliness and responsiveness**

The JP was responsive to the needs and contexts of beneficiaries. Reviewing the activities in general, it can indeed be said that the objectives of the JP were in line with the overall national broader policy objectives, such as GTPII that comprised policies of different sector including Gender equality, Agricultural and Rural development. The UN Women and other participating UN Agencies' technical and financial support were responsive and timely. The timeliness and the responsiveness of the programme were also evident in the JP's results and the growing demand of the target groups. Even if there was time pressure and delay at the beginning, the JP achieved its expected results. The JP targeted women from both farm and pastoralist contexts who have limited access to and control over livelihood resources; this shows the JP's responsiveness.

**Finding 9:** The JP was efficient in the use and transfer of funds. The use of reduced recurrent cost, timely and responsive programming approach strengthened the JP's efficiency. Reaching more than the planned number of beneficiaries with the same resource confirmed the JP's efficient approach. The use of different M&E mechanisms improved coordination and collaboration among stakeholders though there was limitation in the flow of information among regional and federal level stakeholders.

#### 2.4. Sustainability of the JP's Results

The JP enhanced the capacity of the targeted rural women who are major actors in the agriculture sector yet affected by prevailing gender-blind economic policies and circumstances. By doing so, it created the foundations for the participation of women in the agriculture sector and their sustainable development. It also built the capacity of key stakeholders in the agriculture sector on gender mainstreaming. In this process, the JP secured political buy-in through interventions aligned with the country's policy priorities and leadership's commitment. This contributed to foster discussions on domestic resource mobilization and ensuring national ownership. The Oromia BoFEC willingness in availing funds for future interventions explains the sense of ownership created. To fulfill its commitment, the BoFEC prepared programme proposal together with the BoWCA of Oromia, information which was confirmed by key informants from these bureaus.

The revolving fund, inputs to the cooperatives and the continuous technical assistance provided to enhance skill and performance ensured the sustainability the JP. The increased demand for loans and the increase in membership of cooperatives were also indications of sustainability. The businesses with value-addition, as discussed in previous sections, also indicate the sustainability JP (potential for) outcomes.

Moreover, the partnership that extends from global to grassroots institutions level lays the foundations for further collaborations and lessons learnt for incremental improvement. This will continue to influence the local institutional planning and implementation procedures. However, low capacity and turn-over of government staff, the growing demand for revolving fund and mobilizing additional funding among donors were the challenges to the JP's sustainability. Therefore, the JP laid the foundation for the sustainability of the outcomes achieved at individual, group and institutional levels.

**Finding 10:** The JP laid the foundation for the sustainability of the outcomes achieved at individual, group and institutional levels. The foundations laid by the JP included implementing along government priorities; initiating partnership from global to local level; working within existing structures; building the capacity of individual women, government organizations and women's associations; supporting the creation of a gender-sensitive policy environment; providing revolving funds and inputs for beneficiary women and their cooperatives. The low capacity and turn-over of government staff, the growing demand for revolving fund and global competition for fund among donors were challenges to the JP's sustainability. However, the local government's willingness to mobilize domestic resources and scale up the JP activities will probably offset the limitations and ensure sustainability.

The JP created the foundations for long-lasting impact to individual women, women's associations and cooperatives and local institutions. The capacity building interventions, gender sensitization platforms,

community consultations, experience sharing and market linkage for JP activities, among others, enhanced the foundations for the impact of JP results.

The revolving loan, technology and equipment supply, and skill training enhanced the target women’s capacity to increase productivity of farms. These in turn increased the income and savings, opportunities for engaging in diversified income sources as well as increased the production of value-added farm products. As a result, individual women created the capacity (resilience) to respond to livelihood shocks. Furthermore, an enabling environment is created within institutions (providing gender-responsive financial and non-financial services; contributing to the development of gender-sensitive policy and structures) and communities (enhanced awareness on gender equality and women’s empowerment). The synergy created among the individuals, institutions and community levels changed owing to the JP. This improvement will likely contribute to broader poverty reduction and ultimately to the country’s economic growth as well. To elaborate the impact of the JP, the following case story is presented in box 4 below. The case story presented was supported by photo taken from the farms of the individual.

Source: Qualitative Case Story Summary from the Fieldwork (September 2018)



Bee-hives and perennial flowers



Poultry, fish pond & fodder (above & below)



**Box 4. Summary of Case Story from Yaya Gullele**

**Case of Divorced Single Mother W/ro Bizu Tsega:** Bizu is a member of Bekelcha Beri SACCO. She carefully plans the use of her small farm plot; the portion of the farm plot contains fish pond, poultry house, vegetables & animal fodder (pasture). The other portion of the farm plot contains crops (both perennial & seasonal crop varieties), compost as organic fertilizer, bee-hives & spices. In this farm value chain, the bees use the flowers of the plants, the seasonal crop residue is used for animal food, the spices are used for sale, the fish feeds on the waste of the chicken & the water from the pond irrigates the vegetables & the animal fodder. This farm value chain improves the nutrition of the family apart from diversifying income sources. The fish, egg, chicken, and vegetables are now included in the food menu of the family. With the income, Bizu sends all of her kids to school. The implication here is that because of the JP’s support, this smallholder woman improves the land use, diversity her income & enhances food security of her family.



Spices & fruit trees



Vegetables & seasonal crop field

### III: CONCLUSIONS & RECOMMENDATIONS

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#### 3.1. Key Findings

**Finding 1:** JP outcomes were in alignment with broader national (for example GTP II pillar and national social protection policy outcomes) and international commitments (for example UNDAF outcomes and SDGs 2, 5 and 8) that focus on socio-economic growth, women's rights and working modalities of actors in the development arena.

**Finding 2:** The JP addressed the needs of beneficiaries as identified in the baseline. It addressed the different but interlinked areas of gender inequality (such as capacity building, land ownership and certification, participation in decision-making positions such as saving and credit cooperatives committees, village development committees, etc.) in an integrated manner. This showed the relevance of the JP components.

**Finding 3:** To help women secure sustainable livelihoods and ensure their economic rights, the JP employed a multi-faceted approach that demands working with different actors. The collaboration benefited the programme from the technical expertise of and financial support gained from all of the collaborating actors. It also improved cooperation and dialogue among actors and built their capacities. However, there were gaps in the coordination and collaboration effort. These included: delay in implementation observed in Afar region during the beginning of the JP since the terms of collaboration between participating UN Agencies and implementing government partners took long time; different levels of understanding and commitment among stakeholders from the side of the government, especially at local levels; gaps in flow and quality of information from local level government implementing partners as well as in implementing activities in an order of priority by implementing government partners.

**Finding 4:** The JP was informed by a baseline survey, the conduct of which helped setting indicators in the Performance Monitoring Framework and establishing association between program outcomes, outputs, and activities. The M&E framework, however, did not set qualitative indicators at times to document changes in rural women's livelihoods. The way monitoring visits were paid curtailed the uniform flow of information among stakeholders, availability of organized documentation of data on results at government implementing partners' level as well as consensus on solutions to problems and sometimes improvements in implementation.

**Finding 5:** The JP's support enhanced the frequency and dietary composition of meals. Increment was observed in farm productivity due to the JP's farm technology and input support. The technology and input support enhanced yield per hectare. The support also enhanced crop production, livestock rearing and dairy production. Thus, as farm productivity increased for beneficiary households, the household food supply increased, which also improved the household's food reserve. Increased productivity as well as training on food reserve management enhanced women's control over and management of household food reserve. All these contributed to the programme's effectiveness in enhancing household food security and nutrition.

**Finding 6:** The use of technologies and farm inputs by beneficiary women was improved after the JP. The knowledge and technical skills support improved the capabilities of the beneficiary women and facilitated their access to productive resources. Using the opportunities availed by the JP's support, targeted women were able to earn their own income, create assets and change the living style of the household. Families at the verge of disintegration due to asset depletion related poverty were reunited and started living together

**Finding 7:** The JP's support enabled rural poor women to influence decisions that affect their lives at the household level. The JP also built the capacity of rural women to participate in decision making within rural



institutions. Beneficiary women started participating in local development committees, associations, cooperatives and conversation groups as members and leaders. This is a big achievement because the changes were evident even in the culturally and religiously conservative society of Afar.

**Finding 8:** The creation of a conducive policy and institutional environment lays the foundations for gender equality and women's economic empowerment. To this end, the JP supported the conduct of two evidence-based researches, the formation of the National Network for Gender Equality in the agriculture sector, the development of a gender – sensitive manual on Cooperative Strengthening and the popularization of the Gender Strategy of the Ministry of Agriculture and Livestock. With the objective of enhancing the capacity of government stakeholders, gender analysis and gender sensitive programme planning trainings were conducted.

**Finding 9:** The JP was efficient in the use and transfer of funds. The use of reduced recurrent cost, timely and responsive programming approach strengthened the JP's efficiency. Reaching more than the planned number of beneficiaries with the same resource also confirmed the JP's efficient approach. The JP's governance and communication expanded options for M&E. For instance, the use of different M&E mechanisms (such as field level visits and support, periodic review sessions and reporting, etc.) improved coordination and collaboration among stakeholders. However, there was limitation in the flow of information among regional and federal level government stakeholders.

**Finding 10:** The JP laid the foundations for sustainability of outcomes which includes; implementing along government priorities; initiating partnership from global to local level; working within existing structures; building the capacity of individual women, government organizations and women associations; supporting the creation of a gender-sensitive policy environment; providing revolving funds and inputs. However, the low capacity and turn-over of government staff, the growing demand for revolving fund and global competition for fund among donors were challenges to the JP's sustainability.

**Finding 11:** The integrated approach – the use of financial and non-financial services provided by the JP had an impact on poverty reduction of individual beneficiaries and the community targeted. The JP's support motivated women to achieve higher results; for instance, value-chain driven farming, though it was not in the results planned, was evident among the beneficiaries of the JP. These were impacts of the JP support.

### 3.2. Key lessons learnt from the JP

- The JP proves that the principle of delivering as one is possible and can bore positive outcomes within the Ethiopian context. But also implies that a number of pre-conditions should be fulfilled to meet this objective with success. The pre-conditions identified are:
  - The design of such programs should be in alignment with national and global level policies and standards that promote and protect women's economic rights.
  - The synergy created among the different level actors (UN agencies, government organizations, local level community organizations and CSOs) enhanced partnership, strengthens the efficient use of resources, and creates a sense of ownership. But by the same token, simultaneous to the program design establishment of a monitoring and evaluation system needs to be developed to ease the flow of information and feedback.
  - Women's economic empowerment entails a deep understanding of the linkage of economic empowerment with other dimensions of empowerment such as social. Further denoting the fact that women's empowerment takes place in a continuum at three level domains of change (individual, communities and associations).

- Joint programming might take longer time at the starting up phase as compared to individual Agencies' programmes, as it requires the pulling of resources and expertise. However, as this JP clearly shows, in the long-term the results seem to be sustainable.
- Based on the different results achieved in Oromia and Afar, although a needs assessment was conducted in the beginning of the programme, the JP has to consider adapting its methodology for the diverse contexts in its plan for scaling up.
- Widening programmatic scope both in terms of targeting beneficiaries and regions might be needed to widen the result and impact of future programmes.
- The approach and mode of delivery need to shift from small to wider support packages; for instance, the value-chain initiated by individual farmers can be expanded.
- The new technologies provided by the JP work well because the programme is designed based on a thorough needs assessment. The JP's support shows that technology-driven interventions are successful even in remote rural locations. However, more analytical work and prioritization could be made in the delivery of the agricultural and labour saving technologies such as designing support for surplus milk production before provision of milk processing equipment. Same holds true for support for surplus maize production before provision of maize shellers.
- The provision of new technologies and inputs such as improved seeds could work better if climate change is better taken into consideration. For instance, the improved seed of wheat is productive in Dodola – since it has high precipitation – while it was not productive as expected in AT-JK district since it is dry area. In Afar region, lowland wheat variety could have been productive.
- The approach and mode of delivery changed the established negative attitude of women farmers and pastoralists about cooperatives and therefore big demand is created for cooperative membership among rural women farmers. For instance, from the experience of cooperatives in the Dergue regime, cooperatives are often not welcome in rural areas. The JP's approach – such as provision of revolving funds, seeds, other inputs and provision of capacity building has become incentives for women.

### 3.3. Conclusions

From the findings presented in the different sections of this report, the following conclusions were made.

#### Relevance

- The JP outcomes were aligned with policies that center at growth, women's rights and collaboration modalities of development actors in the country. The JP targeted the needs of rural women farmer and pastoralists and the programme components and approach align with women's sustainable livelihoods and economic rights, as the collaboration and partnership builds the capacities of women and the stakeholders at large. In addition, the JP's baseline survey informed the Performance Monitoring Framework. The set of indicators and the associations among outcomes, outputs, and activities were clear and measurable. However, the M&E framework set quantitative indicators and did not identify indicators on some issues identified in the baseline (e.g. qualitative indicators).

#### Effectiveness

- Effectiveness of the JP is manifested in its contribution in availing empowerment opportunities for beneficiary women. For that reason, it created platforms for women to participate and work on the collective agenda of their human rights and economic empowerment; created a medium for the

understanding of domination; implemented mechanisms that bring about changes such as women's access to and control over economic resources (e.g. land and income), and women's freedom of mobility and competences in reading and also the documentation of basic information such as caller identity, etc. Lastly, it initiated the creation of an enabling environment for women's empowerment that mainly focus on change at individual level, in society and institutions to accommodate the differential gender needs. In conclusion the issue of empowerment is addressed in a continuum, touching all the essential domains (individuals, communities and institutions) of change depicted in the theory of change of the evaluation.

### Efficiency

- The JP employed efficient financial management mainly because of its cost-effectiveness using existing resources and structures. The cost effectiveness of the JP modality further allowed it to achieve results above the original plan with same resources. By improving the lack of information flow, commitment and understanding, especially among local level actors, this JP set an example of how to efficiently implement joint programmes and deliver as one.

### Sustainability & Impact

- Changes observed in the lives of beneficiaries and their families, enhanced capacity of institutions to bring about women's economic empowerment, the use of existing systems and structures, the design of the JP aligned with national and global policies and standards as well as the partnership created from global to local levels ensured the sustainability of the JP outcomes as well as laid the ground for long term impacts. Though there was a need to face the challenges of low capacity and turn-over of government staff as well as the growing demand for revolving fund, it is safe to conclude that a sense of ownership is created among the different levels of actors. A practical example documented by the evaluation team was the willingness by the BoFEC of Oromia Region to allocate budget for the JP's upcoming revolving fund activity. For realizing this commitment, a programme was designed by BoWCA.

### 3.4. Key recommendations from the Evaluation Findings

Based on the findings and the conclusion drawn, the recommendations are structured as follows.

#### Recommendation 1: Programme Governance

Guidelines for the consolidating partnerships and collaboration among programme stakeholders should be developed by UN participating agencies and government implementing parties.

Urgency: High  
Impact: High  
Difficulty: Medium

- The partnership built by the JP requires working guidelines that clearly states direction, agenda-based (milestone) and purpose-oriented areas of collaboration. The guidelines should also serve the purpose of scaling up and replication of good practices. The current structure of governance and management procedure add value in terms of cost effectiveness – documenting this methodology is needed.
- The process of building substantive partnership with government institutions took long time but yields result. The use of comparative synergies of institutions promoted the achievement of results but needs to be examined for future interventions. One area to explore is how to involve more local civil society organizations as they gain practical experience by working closely with communities.

#### Recommendation 2: Programme Expansion and Financing

The government of Ethiopia and participating UN agencies should commit fund, take up the ownership of the JP activities in the target districts and expand to other districts by developing a scale up plan.

Urgency: High  
Impact: High  
Difficulty: High

- There is willingness from the Oromia regional government to finance and expand the JP to other districts of the region. The local government in this respect must translate its willingness by practically allocating fund. The federal government also needs to support this endeavour with finance and technical expertise.
- There might be a need to develop a plan for scale up to expand to new areas. While developing a scaling up plan, strategies for fundraising (domestic resource mobilization) are required.
- To reduce the negative effects of context over programme results, besides undertaking a needs assessment to identify particularities in each target district of the regions, future programmes need to consider contextual factors in defining its approach for implementation. For instance, weak institutional capacity, vulnerability of the livelihoods of beneficiaries to shocks and absence of RUSACCOs were challenges during implementation in Afar Region.

**Recommendation 3: Programme Design**

All parties but specifically, the government of Ethiopia, must focus on immediate results with long-term impact in designing future programme.

Urgency: High

Impact: High

Difficulty: Medium

- Future programme should utilize the interventions that aim at contributing to long-term impact like higher level value-chain (such as processing) to enhance smallholder farm productivity. Hence, there should be more attention to the chronological order of the activities, and a more thorough market assessment to ensure the right value chain is selected. For instance, milk-processing technology support should have been preceded by producing milk surplus in Oromia and constraints of pasture must have been addressed in Afar regions.

**Recommendation 4: Programme Design**

Government of Ethiopia and participating UN agencies should consider developing more strategies other than the community conversations and sensitization events to promote men's participation in the process of women's economic empowerment.

Urgency: High

Impact: High

Difficulty: High

- Male engagement should be tactfully dealt with in the future JPs, not only by promoting the he-for-she strategy, which was reported not to be visible in the field, but also by including men when targeting household demands. Since creating an enabling environment for women's empowerment through institutional and community level changes need active involvement of men, incentives beyond participation in community conversations is needed. For instance, males that effectively worked for gender equality (like sending all daughters to school, helping wives in domestic work, etc.) might be given preferential treatment in terms of access to loan, capacity building training, etc.

**Recommendation 5: Programme Design**

Government of Ethiopia and UN participating agencies must understand that women's empowerment is not limited to economic empowerment. Future initiatives should include all empowerment dimensions as well as indicators in the M&E framework

Urgency: High

Impact: High

Difficulty: High

- Comprehensive women economic programming needs to encompass activities that promote changes in understanding of subordination and its causes (cognitive dimension); changes in beliefs and behaviours (psychological); provision of productive activities and benefits (economic) and the establishment of enabling environment to organize, influence and mobilize for change (political), which is currently part of the JP in its Outcome 4.
- Future JPs need to put in place the M&E framework encompassing all dimensions of women empowerment and assign indicators and resources along the results to specific implementing government actors. Such design reduces competition for resources and results among implementing stakeholders.

Recommendation 6: Programme Component & Implementation  
Government of Ethiopia and UN participating agencies must ensure that future programme activities address the different vulnerability contexts of rural women

Urgency: Medium  
Impact: High  
Difficulty: High

- Programme components should address the different vulnerability backgrounds of rural farm and pastoralist women and men. In Yaya Gullelle, for instance, men are included in the Saving and Credit Association. The men cannot assume leadership and decision-making positions; but those men are part as well as benefit from gender equality initiatives and women empowerment interventions in farm communities.
- Strict use of the revolving funds is needed to reach more beneficiaries – it is observed that there are beneficiaries that accessed revolving loan more than once while there are women in the waiting list to access for the first time. In Dubti district also huge amount of loan (such as 15000 Birr, around USD 532) was provided for a single woman while there were a lot of women in the waiting list. This practice limits the loan usage by new members, or even existing members who were not opportune to take loan.

#### IV: APPENDICES

##### Appendix 1. Performance of the JP (Based on Programme Final Report, as of April 2018)

The analysis of the JP and the quest for evidence is based on this knowledge. The JP outcomes align with the United Nations Development assistance framework pillars. The JP outcome is that rural women have increased income for improved food and nutrition security and livelihoods. The JP mobilized 3 million USD (1.5 from Government of Spain through SDG Fund – matching it with approximately 1.7 million USD from Sweden through Sida and Norway through the JP RWEE MPTF. The Participating UN Agencies are UN Women (Lead Agency) with FAO, IFAD and WFP, which implemented the programme in collaboration with the Ministry of Women and Children Affairs, the Ministry of Agriculture, the Federal Cooperative Agency, and the regional counter parts/bureaus and offices at district levels in Afar and Oromia Regions.

1. Results	2. Baseline Survey Result (Findings)	3. Performance indicators & targets	4. Achievement of expected results
JP Outcome 1 - Rural women improve their food security and nutrition	In Oromia 87.6% eat 3 times, 10.2% twice & 2 % once a day. In Afar 39.9% eat 3 times, 34.1% eat twice & 20.3% eat once.	The target beneficiary women eat food three times a day with adequate nutrition & dietary diversity (97% in Oromia & 70% in Afar).	About 80% of target rural women feed three times; consume diverse dietary & nutrient composition (90% in Oromia and 35% in Afar).
JP Output 1.1. Rural women's control and management over local food household reserves increased	In Oromia, 20.6% of women have control over household food reserves & none in Afar (due to asset depletion).  The baseline survey result is that 15% Oromia and none in Afar have access to integrated agriculture services and inputs.	On average, 50% of the targeted women will have access to & control over local household food reserves.  The performance indicator is that 3% of targeted rural women/households will have access to integrated agriculture services in the intervention locations	57% of the beneficiary was able to control & manage their local household food reserves.  99% got access to agricultural & health training, individualized & group-based nutrition services & received agricultural inputs & technologies
JP Output 1.2. improved household nutritional status	There was no baseline information	A significant percentage of targeted rural women and household members' daily intake of nutrients increased	Households eat diverse food items and the composition of food items increased to a mix of dairy products, meat, fruits, and vegetables, etc.

JP Outcome 2 Rural women increase their income to sustain their livelihoods	In average, women earn Birr 2,878 (USD137) in Oromia & Birr 1,800 (USD86) in Afar; earning 450 USD per annum.	Level of income of targeted women Provision of financial & non-financial services, Get productive assets & human capital until 2014.	Income generated by the sale from their IGAs will be at 12,000 Birr (435.48 USD) per annum. This result now is that income from IGAs in three districts of Oromia range from 9460 - 12,000 ETB; which is 100% performance
JP Output 2.1 increased capacity to produce goods with diversified access to local markets	Both in Oromia and Afar, women do not have diversified access to local markets.	A number of targeted women getting access to diversified district and regional market opportunities until 2014. About 1,200 of the target women get access to and control over the diversified/better market.	About 1,097 rural women get local, national and regional level market exposures and opportunities for 23 rural women for experience sharing a visit.
JP Output 2.2 increased access to holistic income-generating facilities and to gender-sensitive financial and non-financial services increased	About 38.2% of rural women in Oromia and none in Afar access (benefit) from financial services and is found to be gender insensitive.	About 80% of targeted women benefitting from gender-sensitive financial services as compared to the baseline at the end of 2014.	81% of target rural women (92% in Oromia and 33.2% in Afar) benefit from gender-sensitive financial and non-financial services. Also 2,170 rural women (1,836 in Oromia and 334 in Afar) access start-up capital. Loan range was from 4,000 to 14,000 ETB to initiate individual IGAs.
JP Output 2.3 Improved knowledge, skills, financial literacy, entrepreneurship & sustainable agriculture techniques	24.8 % of targeted rural women and 3.4% in Afar had access to training on business, cooperatives management, income generating activities, and other technical skills	75% of targeted women will have improved capacity on business and entrepreneurship  30% participate in functional adult literacy The degree of satisfaction /capacity with training on life skills, financial and functional literacy, entrepreneurship skills, business development services provided	Reached 1,943 of 2500 rural women (1,793 in Oromia & 150 in Afar) and strengthened business knowledge & entrepreneurship skills.  Also, 441 rural women in Oromia are able to read and write. The result is 77.7% out of which 92.3% is from three districts of Oromia and the rest 7.7% is from Dubti district of Afar regions
JP Output 2.4 - Improved access	Oromia- None Afar-None	# of women provided with eco-friendly equipment	Provided 617 rural women (567 in Oromia & 50 in Afar)

to productive resources (land and agricultural inputs)		and about 1500 women are able to access technology inputs and tools	and technologies, tractor to the RUSACCO, hand operated cream separator, hand operated butter turner, aluminum milk container, deep freezer and fodder processor for cattle fattening.
	Oromia-18% Afar-None	Percentage of women who succeeded in obtaining joint land certificates About 25 % of the target women (households on average) get the support	195 (9.8%) rural women reclaimed heir land  Five women RUSACCOs with 730 (12.5%) rural women members received 2.5 hectares of land (one hectare to 1 RUSACCOs in Oromia and 1.5 hectares to 4 RUSACCOs in Afar)
JP Outcome 3: strengthened women's voice in decisions that affect their lives	Oromia - almost non-except in their self-help groups /cooperatives  Afar - Almost non-except in their self-help groups /cooperatives	The proportion of targeted rural women participating in decision making in rural institutions and communities	15% of the 2500 rural women reached (9% in Oromia and 40% in Afar) participated in decision-making at rural institutions and communities  About 53 % (1,335) of targeted rural women now are able to jointly decide with their spouse on household resources and matters that involve the sale of assets like cattle and rental of land. 108 rural women (96 in Oromia and 12 in Afar) are working as leaders assuming positions in the administration, audit, control & loan committees of their cooperatives
JP Output 3.1 build confidence, leadership skills & full participation in rural institutions, unions & cooperatives	Misunderstanding about women rights  In Oromia 10.8% of SACCO committee	Change in perception of targeted communities, Access to & control over agricultural resources Number of women trained Improved leadership & management skills	7,990 community members trained JP TWGs, SCs & association members addressed  24 cooperative & 54 association leaders trained 112 rural women-built



	members are women  Afar - None	Awareness of family law and economic rights	capacity to better lead their cooperatives, Community, social and economic institutions capacity improved
Outcome 4 Gender-responsive policy & institutional environment for women's economic empowerment in place	There is one agricultural policy which is not gendered sensitive at the national level and local levels	Number of gender equality-related targets and indicators included in the National Agricultural Sector Strategy and Investment Policy Framework 2010-2020	Changed into a National Agriculture Investment Framework (NAIF) In process of change and not completed
JP Output 4.1. Agriculture key stakeholder's capacity enhanced to conduct gender analysis & integrate gender-sensitive indicators & targets in planning & budgeting	Limited or no in both regions	The degree to which the agriculture sector key stakeholders apply knowledge and tools acquired  Integrate gender equality in agriculture sector strategy and investment framework monitoring baselines, targets, results, and indicators  Indicator 4.1b Availability of evidence-based research and analysis to inform policy development and monitoring	1,332 experts and officials have now the capacity to conduct gender analysis, incorporate gender-sensitive indicators and incorporate result orientation in their programme planning and management activities  One completed on 'Costing Gender Gap in Agricultural Productivity in Ethiopia and two ongoing evidence-based researches on Budget Tracking of Agriculture Sector from Gender Perspective & Impact evaluation of the JPJP JP.
JP final survey to inform M & E in place		Amount of pertinent data available	Produced two baseline reports for Oromia and Afar Informed the M & E activities of the JP were produced. Now two evidence-based research reports produced; and based on the finding, created a Gender Equality Network in the Agriculture Sector.
JP Results documented and widely shared		Number of knowledge products	6 Reports on the JP baseline Market assessment, Good practice, Feasibility Study on

		developed and widely disseminated	time and labor-saving technology, Cost of Gender Gap in Agriculture, Capacity Assessments of Farmers Training Center, and Community Conversation Manual, 8 publications that include Articles case stories and brochures, Video were published in hard copy and through websites
JP systematic and regular M & E framework implemented		Quality of RB Monitoring progress reports Quality of Final Evaluation Report	So far 8 quality annual reports, one monitoring report are produced shared and documented

## Appendix 2. List of Documents Reviewed

### JP and Policy Related Documents

1. National Gender Equality Action Plan
2. National Agricultural Transformation Agenda
3. National Women's Policy and Package of 1993;
4. National Social Protection Policy of 1995;
5. MPTF Office Generic Annual Programme progress report, 1 Jan – 31 Dec 2014
6. Performance Monitoring Framework / SDG-F JP, 2015
7. SDGF JP Document Final, 2015
8. MPTF Office Generic Annual Programme Narrative Progress Report (1 Jan – 31 Dec 2015)
9. MPTF Office Generic Annual Programme Narrative progress report, 1 October 2014 – 30 JUNE 2015
10. MPTF Office Generic Annual Programme Narrative progress report, Reporting Period: 1 Jan – June 2015
11. The Second Growth and Transformation Plan (2016 – 2020);
12. Baseline Study for Rural Women's economic empowerment Joint Programme, Dubti District, February 2016
13. Baseline Study for Rural Women's economic empowerment JP, Three Districts in Oromia, 2016
14. Assessment on Women Friendly Agricultural Products, Technologies and Income Generating Activities and Market Opportunities, Dubti District, August 2016
15. Assessment on Women Friendly Agricultural Products, Technologies and Income Generating Activities and Market Opportunities, three districts of Oromia, August 2016
16. Identified IGAs, Market, and Potentials: Key Findings of the Market Assessment for Afar and Oromia, 2016.
17. Annual progress report 1 January – 31 December 2016
18. SDG-F JP Monitoring Report July 2015- December 2016
19. A Glimpse of JP's Beneficiaries' Testimonies, January 2017
20. Fourth Consolidated Annual Progress Report, 1 Jan – 31 Dec 2017
21. Annual progress report 1 January – 30 June 2017
22. Good Practice on Gender and Resilience (2014 – 17)
23. SDG-F JP Monitoring Report October 2016-March 2017
24. General information needed on cooperatives under JP in Oromia and Afar, 2017
25. Performance Monitoring Framework / SDG-F JP, April 2018
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### Appendix 3. Data Collection Instruments

#### A. Quantitative data collection tools

##### Tool 1: Household Questionnaire

##### SECTION 0: IDENTIFICATION DATA

Q01 QUESTIONNAIRE IDENTIFICATION NUMBER | \_\_\_\_\_ | \_\_\_\_\_ | \_\_\_\_\_ |

Q02 Region \_\_\_\_\_

Q03 Woreda \_\_\_\_\_

Q03 Kebele \_\_\_\_\_

Q04 Name of interviewer \_\_\_\_\_

Q05 Date of interview: \_\_\_\_\_

#### INTRODUCTION

This survey questionnaire is prepared to collect information about the contribution and impact of the JP RWEE on beneficiaries and the institutions involved from design to implementation. The questionnaire is distributed to respondents randomly selected from members of beneficiary SACCOs from Oromia and Afar regions. This questionnaire is used to collect data for evaluation (SDG Final) of the results of the JP and the process was determined to be participatory, consensual and confidential. The evaluation team assures all the information you provide will be used only for this evaluation while strictly adhering to the anonymity and confidentiality of your identity throughout the evaluation process. The evaluation team members believe that the answers for each item (per the instructions) will be selected based on your experiences, perception, and benefits you believe you got from the programme and the changes you observed in your livelihoods, your overall wellbeing and practices of local institutions. Thank you for your collaboration in responding to the questions and giving your precious time for this purpose. If you have any issue to consider, in and after the questionnaire administration session, please feel free to give a call to the team leader Dr. Filmon Hadaro by the telephone number 0916824100.

#### Section 1: Household & Personal Information

1. Age	.....
2. Sex	(1) Male (2) Female
3. Number of family members in your household	(1) Male _____ (2) Female _____ (3) Family members below 15 years ..... Above 64 years .....
4. Your educational status	(1) Read & write (2) Don't read & write
5. Your marital status	(1) Married (2) Single (3) Divorced (4) Widow
4. Your religious affiliation	(1) Orthodox (2) Protestant (3) Catholic (4) Muslim (5) Others .....
5. Your landholding from	(1) Leasing (2) Inheritance (4) Redistribution (5) Other .....
6. Is your land plot registered?	(1) Yes (2) No
7. Under whose name is the land certification registered?	(1) In my name (2) In my husband's name (3) In both of us (4) Others specify .....

8. Did you get help from JP in the land registration?		(1) Yes (2) No
9. If your answer is "Yes" for question "8" above, what help did you get? .....		
10. Who decides on land-related issues such as over...?	(1) Land use	(1) My husband only (2) Myself only (3) We both
	(2) Land renting	(1) My husband only (2) Myself only (3) We both
	(3) Cropping choice	(1) My husband only (2) Myself only (3) We both
	(4) Land inheritance	(1) My husband only (2) Myself only (3) We both
	(5) Use of farm inputs	(1) My husband only (2) Myself only (3) We both
	(6) Farm labor time	(1) My husband only (2) Myself only (3) We both

## Section 2: Household Food Security and Nutrition Situation

### 2.1 Improvements in Livelihoods of Target Rural Women

11. What are the income sources of your household before JP? (tick all that apply)	1. Food crop farming 3. Cash crop farming	2. Animal rearing 4. Other specify .....
12. What new IGAs have you pursued after the JP support? (tick all that apply)	1. Animal fattening & sales 3. Others .....	2. Milk processing & sales 4. Others .....
13. What specific support did you get from JP which is new to what your household used to in the past? (tick all that apply)	(1) Receiving start-up capital (2) Got applicable skill training (3) Got farmland (4) Got improved animal breed (5) Accessed diverse markets (6) Got market exposure visits (7) Got applicable farm technology	
14. What new financial support did you get from JP? (tick all that apply)	(1) Revolving fund (2) Credit for initiating IGAs	
15. What non-financial services did you get from the JP? (tick all that apply)	(1) Financial & functional literacy (2) Entrepreneurship skill; (2) Sustainable agriculture techniques (3) Life and business development skills	
16. What productive resources have you benefitted from the JP support?	(1) Got farmland (plot) (2) Got the eco-friendly equipment (3) Our RUSACCO got tractor; (4) Hand operated cream separator, (5) Got hand operated butter turner, (6) Got aluminum milk container, (7) Got deep freezer and fodder processor	
17. On what IGA do you engage before and after the JP?	(1) Before the JP ..... (2) After the JP .....	
18. What measures are you taking to avert the effect of climate change on your farm business?	(1) Before the JP ..... (2) After the JP .....	
19. What new institutional and policy change behaviors you observe after the JP in your area? (tick all that apply)	(1) Institutions perform better & benefit including women (2) Policies that affected women have changed (3) Local authorities are positive in serving women (4) The capacity of grassroots organizations improved	

### 2.2. Household Food Reserves, Dietary and Nutrition Situation of Target Rural Women

20. What new benefit did you get from the JP support to your household? (Tick all that apply)	(1) Our dietary intake improved (2) Our household food reserve improved (3) Our nutrition intake improved
---	---

	(4) Our food reserve management improved
21. If the household dietary, nutrition & food intake improved, why do you think is the reason for the improvements?	..... .
23. For how many months of the year did your food produced from own land and other sources feed your family?	(1) Before the JP support ..... (2) After the JP support .....
24. How is the trend of covering family food needs from your own production after the JP?	(1) Improving (2) No change (3) Declining
25. How many times do you eat per day after the JP?	(1) 3 times (2) two times (3) once (4) Stay without meal
26. How did you overcome food shortages of your household? (Give multiple answers)	(1) Reduced frequency of food consumes (2) Labor work for food/cash (3) Sold firewood/ charcoal and grasses (4) Sold chicken, sheep/goat (5) Ate leaf, root, stem, & fruit of wild plants (6) Rent/contract out land to others (7) Sold assets (cattle, farm tools, shoats, etc.) (8) Sold jewelry & value items (9) Aid from government and donors (10) Migrated to other areas (11) Support from relatives and social networks (12) Others .....
27. Who manages food reserve of your household?	(1) Before the JP ..... (1) After the JP .....
28. When you think of the meal you eat per week, how different is your daily meals before the JP?	(1) Always same dish; (2) We eat two main dishes; (3) We eat three different dishes; (4) Its' different most of the days seen per week
29. When you think of the meal you eat per week, how different are your daily meals after the JP?	(1) Always same dish; (2) We eat two main dishes; (3) We eat three different dishes; (4) Its' different most of the days seen per week
30. What does your household's daily intake of nutrients include before JP?	(1) Dairy product (2) Fruits & vegetable (3) Meat (4) Other.....
31. What does your household's daily intake of nutrients include after JP?	(1) Dairy product (2) Fruits & vegetable (3) Meat (4) Other:.....

### 2.3. Improvements to crop & livestock production and productivity

31. What is the total land size of the household (in time)	.....
32. The yield of your key crop per timad before the JP in Kilogram	.....
33 The yield of your key crop per timad after the JP in Kilogram	.....
34. What improved agricultural inputs you use before the JP?	
35. What improved agricultural inputs you use before the JP?	1) Fertilizer (2) Improved seeds & anima breeds; (3) Compost; (4) Others .....
36. What improved agricultural inputs your use after the JP?	1) Fertilizer (2) Improved seeds & anima breeds; (3) Compost; (4) Others .....

### 2.4. Improvements in assets of the Target Rural Women

Livestock assets	Before the JP	After the JP
37. Do you own livestock?	(1) Yes (2) No	(1) Yes (2) No
38. Local livestock breeds	(1) Improved (2) Not Improved	(1) Improved (2) Not Improved

39. Improved shoat breeds	(1) Improved (2) Not Improved	(1) Improved (2) Not Improved
40. Do you apply agronomic practices on your farm plot?	(1) Yes (2) No	(1) Yes (2) No
41. Do you conduct soil conservation activities?	(1) Yes (2) No	(1) Yes (2) No
42. Do you use improved breeds in animal rearing?	(1) Yes (2) No	(1) Yes (2) No
43. Do you use compost on your farm plot?	(1) Yes (2) No	(1) Yes (2) No

### Section 3: Household Income & Expenditure

#### 3.1 Household Income /Expenditure

Income & Expense categories	Before the JP	After the JP
44. What are the major sources of income of your household after the JP? (Multiple answers possible)	(1) Crop production (2) Animal Husbandry (3) Casual labor works (4) Petty trade (5) Transport service( <i>gari</i> ) (6) Others .....	(1) Crop production (2) Animal Husbandry (3) Casual labor works (4) Petty trade (5) Transport service( <i>gari</i> ) (6) Others .....
45. How much is your average total income from all income sources in birr?	.....	.....
46. How is your participation in decision making on expenditure & income from livestock before the JP? (tick all that apply)	(1) I always decide on my own; (2) We jointly decide decision making (3) I get information only after a decision is made by my spouse (4) I sometimes decide on my own and my spouse decides on his own at other times	
47. Who decides on income and expenditure from livestock after the JP? (tick all that apply)	(1) I always decide myself; (2) We decide jointly; (3) I get information only after a decision is made by my spouse; (4) I decide sometimes myself & my spouse decides on his own at other times	
48. Who decides on the expenditure of incomes earned in your household?	(1) Myself; (2) My husband; (3) We decide together	
49. Did you get skill training on income-generating activities in the past five years?	(1) Yes (2) No	
50. What changes did you observe after engaging in JP supported IGAs in the last five years? (tick all that apply)	(1) I was able to earn additional income (2) I have diversified sources of income (3) The frequency of meals has increased in my household (4) I was able to change the dietary composition of meals in the household (5) I have started saving (6) I have established my own business (7) Marketing opportunities for my products are flourishing	

#### 3.2. Attitudes, Practices and Operation Environment

51. Have you ever participated in any business operation before the JP?	(1) Yes (2) No		
52. If "Yes" for #51, what type of enterprise did you operate by capital?	(1) Micro (less than 5000 ETB)	(3) Small (5 – 1000 birr)	Other specific .....



53. At what value chain level do you operate the business before the JP?	(1) Selling at local market; (2) Collector; (3) Middle person; (4) Whole seller; (5) Processor; (6) Other specify .....
54. Who makes major decisions on the enterprise & its capital utilization?	(1) My spouse 2) Myself 3) Jointly with my spouse; (4) Other members of the family 5) I don't know
55. What are your sources of finance for the business before the JP?	(1) Money lenders; (2) Credit in kind; (3) Bank loan; (4) Ploughing back; (5) Back the profit; (6) Credit from micro-finance institutions; (7) Saving and Credit Cooperative; (8) Others (specify) .....
56. What are your sources of finance for the business after the JP?	(1) Money lenders; (2) Credit in kind; (3) Bank loan; (4) Ploughing back; (5) Back the profit; (6) Credit from micro-finance institutions; (7) Saving and Credit Cooperative; (8) Others (specify) .....
57. Do you think the financial service provided for women is satisfactory?	(1) Yes (2) No
58. If "no" for #57 above, what challenges did you face? (tick all that apply) (1) Lack of collateral to take a loan (2) Working hours are not suitable for women (3) The unwillingness of my husband when I want to take a loan (4) I am not literate to understand the laws and procedures of taking a loan (5) Loan Amount, not enough (6) Group guarantee not convenient (7) Distance from my house	
59. Are you affiliated with women's organizations?	(1) Yes (2) No
60. If yes for #59 Above, please specify	.....
61. How do you see the role of women organizations in promoting women's enterprises?	1) High 2) Low 3) Medium
62. If you are aware of institutions that give specific support to business growth having special facilities for women, list them here?	.....
63. What services do you think makes the support provided by the institutions you listed above specifically useful for rural women? (tick all that apply)	(1) Allocating specific saving option and credit fund for rural women (2) Give indirect credit service (feasibility & technical advice) for rural women (3) Providing market and technology assistance for rural women (4) Provide specific extension service for rural women (5) Provide training on small business planning skill for rural women (6) Provide training on small business management skill for rural women (7) Provide business information and market networking for rural women
64. What specific kind of support do you prefer from the organizations who give support to rural women? (Check all apply)	(1) Counseling; (2) Training and skill development; (3) Awareness and help in accessing rights and government schemes; (4) Help in breaking social and community taboos and practices; (5) Membership in women's groups – emotional support & feeling not 'alone'; (6) Other, please specify .....
65. In which member organizations are your registered member after την ΘΠ?	.....

66. Have you ever participated in a leadership position in any form of social and community organization (such as development committee?) before της ΘΠ?	1)Yes 2) No
67. Have you ever participated in a leadership position in any form of social and community organization (such as development committee?) after της ΘΠ?	1)Yes 2) No
68. What innovative approaches and best practices did you observe from της ΘΠ as distinct from other similar interventions you were part of in the past and now in your location? .....	

### 3.3: Saving and credit

69. Does your household have cash saving?	1)Yes 2) No
2. If yes to #69, how much are you saving on average?	(1) Before της ΘΠ ..... (2) After της ΘΠ .....
70. Which institutions do you use for saving? (tick all that apply)	(1) Keep at home; (2) Save in credit cooperatives; (3) Formal banks; (4) Commercial bank; (5) SHG groups; (6) In-kind (purchase of an asset); (7) Traditional saving system (ekub); (8) Other, specify .....
71. If yes, for what purpose did you spend the saving? (tick all that apply)	(1) Education of children, self, others; (2) Non-farm business; (3) Farm inputs; (4) Buy cattle; (5) Food & clothing; (6) Other specify .....
72. Can Female house hold head manage all of their properties in an equal manner to the male-headed household?	(1)Yes 2) No
73. If no what type of constraint do they face?	.....
74. Do you know Ethiopian Constitution assured women's right to properties without any preconditions?	1) Yes 2) No 3) I am not sure
75. As your perception, for ensuring women empowerment which initiatives are important? (tick all that apply)	(1) Economic empowerment of women; (2) Increasing women's literacy; (3) Enhance the participation of women in development activities; (4) Enhance the participation of women in local government; (5) Increasing women participation at a leadership role in CBOs; (6) Improve health care system; (7) All of the above other specify .....

### Section 4: Knowledge about and benefits of the JP JPJP

1. Do you believe that the JP addresses women's problems?	1) Yes 2) No
2. If yes, what results have been achieved by the JP?	1) Increase in income; 2) Change in HH food security and nutritional situation 3) Change in societal attitude towards women's rights 4) Government institutions are performing their duties efficiently to address women's problems 5) Others, please specify.....
3. What remains unaccomplished?	.....
4. What do you think is the reason?	.....
5. If you are a beneficiary, do you take part in the programme activities?	1) Yes 2) No

6. If yes, in what ways?	.....	
7. What do you see changed as the result of the JP in institutional practices?	..... ..... .....	
8. Are you aware of any policy or procedural change as a result of the JP?	1) Yes 2) No	
9. If yes, can you explain one?	.....	
10. If the JP is about to cease its operation, do you think the changes you attributed to JP are likely to continue?	1)Yes 2) No	
11. What makes you say so?	1) Enhanced capacity of the government to run the programme by its own 2) The community's sense of ownership; 3) Systems and institutions in place 4) Others, please specify.....	
12. If no, why?	.....	
13. If a project of similar sort is about to be operational, what do you think is the lesson it should draw from JP?	..... .....	

### Section 5: Attitude on Gender issues

Please rate the following statements indicating how much you agree with the statements

(Key: SA – Strongly agree; A – Agree; N = Neutral; D – Disagree; SD – Strongly Disagree)

Statements of (confirmation/disagreement)	Relative Measures				
	SA	A	N	D	SD
<b>I believe that women (including wives) should...</b>					
76. participate mainly in domestic than productive works outside home					
77. Own and use financial income of households equal with men					
78. Participate in social affairs that affect their lives equally with men					
79. Participate in political affairs that affect their lives equally with men					
80. Manage all household properties equally with husbands					
81. Decide over matters that affect their lives, households & communities equally to men at all levels					
<b>I believe that women's (including wives') ....</b>					
82. Well-being/self-esteem improved in the last five years due to JP JPJP					
83. Workloads in households chores decreased due to men participation					
84. Consultation empowered their associations & inclusion due to JP JPJP					
<b>I believe that local institutions' (cooperatives, public offices, etc.) ....</b>					
85. Institutional capacity improved due to the JP JPJP support					
86. Policy enabling environment created for women's economic empowerment					
87. Women's associations and cooperative strengthened their voice					

### B. Qualitative and Document Data Collection Tools

#### Tool 2: FGD Checklist

## 2.1 Rural Women FGD (Beneficiary & non-beneficiary)

### Introduction:

This FGD checklist is prepared to collect information about the results of the JP JPJP and its contributions and impact on beneficiaries and the institutions involved from designing to implementation. This discussion guide is used to collect data for evaluation (SDG Final) of the results of the JP JPJP and the process was determined to be participatory, consensual and confidential. The researcher assures that the information you provide will be used only for this evaluation while strictly adhering to anonymity and confidentiality of their identity throughout the research process and the use of information collected with much integrity.

Discussions of this kind will be held with beneficiary and non-beneficiary women in selected kebeles of three districts of Oromia and Dubti district of Afar regions. The evaluation team members believe that your experiences, perception and benefits you believe you got from the programme and the changes you observed in your overall wellbeing, the community's livelihoods, and local institutions performance will be of great importance in bring insights into the discussions. Thank you for your collaboration to take part in this discussion and giving your precious time. If you have any issue to consider, during and after the discussion, please feel free to give a call to the team leader Dr. Filmon Hadaro by the telephone number 0916824100.

Region: \_\_\_\_\_ Woreda: \_\_\_\_\_ Kebele: \_\_\_\_\_ Name of facilitator: \_\_\_\_\_

### Profile of discussants:

No.	Name	Age	Education Level	Occupation
1				
2				
3				
4				
5				
6				
7				
8				

- How would you describe the situation of women in your community five years ago and now in terms of:
  - Economic
  - Social service provision such as health, education, livelihood improvement
  - Rights (access to and control over resources, decision making....)
- What changes do you see in women's lives in the issues identified above over the last five years?
- What/ whom do you attribute for the changes you see?
  - Govt support
  - NGO activities
- Have you heard about rural women's economic empowerment programme?
- How do you observe the participation of beneficiaries in the JP :
- Project designing, implementation, M & E
- Partaking in different structures of the JP such as committees, taskforces...
- If yes, how do you evaluate/ assess the project's contribution towards

- Food security and nutrition. (nutrition and dietary, crop and livestock productivity, quantity and reliability of inputs supply, adoption of new practices by farmers)
- Income (improve income, improve asset of beneficiaries, enhance saving capacity, creating productive investments)
- Change in societal attitude towards women's rights (Expansion of access to & control over assets; Improvement in women's decision-making power at all levels; Improvements in well-being/self-esteem of women; Ease in workloads by of women in households; Improvements in women's collective agency)
- Gender responsive policy and institutional environment for women's economic empowerment (quality and performance of institutions, changes in policies/procedures, change in behavior of local authorities, change in behavior of grassroots organizations)
- Improve natural resources (beneficiaries adopt sustainable resource use, beneficiaries respond to shocks)
- Do you believe that the changes seen are likely to continue even without the JR's support? How do you justify this?
- What problems are not addressed by the JP that women in your community are confronted with?
- What do you think is the reason?
- What do you consider as lessons that future similar interventions should pursue in trying to integrate women issues?
- What do you recommend for similar interventions of this sort?

## 2.2. FGD Guide for the General Community (Leaders, elders, and community members)

### Introduction:

This FGD checklist is prepared to collect information about the results of the JP and its contributions and impact on beneficiaries and the institutions involved from designing to implementation. This discussion guide is used to collect data for a final evaluation of the results of the JP and the process was determined to be participatory, consensual and confidential. The researcher assures that the information you provide will be used only for this evaluation while strictly adhering to the anonymity and confidentiality of their identity throughout the research process and the use of information collected with much integrity.

Discussions of this kind will be held with the beneficiary and non-beneficiary community members in selected kebeles of three districts of Oromia and Dubti district of Afar regions. The evaluation team members believe that your experiences, perception, and benefits you believe you got from the programme and the changes you observed in your overall wellbeing, the community's livelihoods, and local institutions performance will be of great importance in bringing insights into the discussions. Thank you for your collaboration to take part in this discussion and giving your precious time. If you have any issue to consider, during and after the discussion, please feel free to give a call to the team leader Dr. Filmon Hadaro by the telephone number 0916824100.

Region: \_\_\_\_\_ Woreda: \_\_\_\_\_ Kebele: \_\_\_\_\_ Name of facilitator: : \_\_\_\_\_

### Profile of discussants:

No.	Name	Age	Education Level	Occupation
1				
2				
3				

4				
5				
6				
7				
8				

- Have you heard about the rural women’s economic empowerment programme
- If yes what do you think are the major activities of the JP?
- Do you believe that the JP addresses women's problems?
- If yes, in what ways / what results have been achieved by the JP?
- Food security and nutrition. (nutrition and dietary, crop and livestock productivity, quantity and reliability of inputs supply, adoption of new practices by farmers)
- Income (improve income, improve asset of beneficiaries, enhance saving capacity, creating productive investments)
- Change in societal attitude towards women's rights (Expansion of access to & control over assets; Improvement in women’s decision-making power at all levels; Improvements in well-being/self-esteem of women; Ease in workloads by of women in households;
- Improvements in women’s collective agency)
- Gender responsive policy and institutional environment for women's economic empowerment (quality and performance of institutions, changes in policies/procedures, change in behavior of local authorities, change in behavior of grassroots organizations)
- Improve natural resources (beneficiaries adopt sustainable resource use, beneficiaries respond to shocks)
- What remains unaccomplished? What do you think is the reason?
- How do you evaluate the support of local government organization to the JP?
- How do you evaluate the participation of the local community in the JP?
- What do you see changed as the result of the JP in institutional practices? (enhanced capacity of CBOs, cooperatives and the like)
- If the JP is to cease its operation, do you think the changes you attributed to JP are likely to continue? Why do you say so?
- If a project of similar sort is about to be operational, what do you think is the lesson it should draw from the JP? How about innovative approaches or techniques?

### 2.3 FGD Guide for Women Beneficiaries Organized under RUSACCOS and their leaders

#### Introduction:

This FGD checklist is prepared to collect information about the results of the JP and its contributions and impact on beneficiaries and the institutions involved from designing to implementation. This discussion guide is used to collect data for final evaluation of the results of the JP and the process was determined to be participatory, consensual and confidential. The researcher assures that the information you provide will be used only for this evaluation while strictly adhering to anonymity and confidentiality of their identity throughout the research process and the use of information collected with much integrity.

Discussions of this kind will be held with women organized under cooperatives or RUSACCOs in selected kebeles of three districts of Oromia and Dubti district of Afar regions. The evaluation team members believe that your

experiences, perception and benefits you believe you got from the programme and the changes you observed in your overall wellbeing, the community's livelihoods, and local institutions performance will be of great importance in bring insights into the discussions. Thank you for your collaboration to take part in this discussion and giving your precious time. If you have any issue to consider, during and after the discussion, please feel free to give a call to the team leader Dr. Filmon Hadaro by the telephone number 0916824100.

Region: \_\_\_\_\_ Woreda: \_\_\_\_\_ Kebele: \_\_\_\_\_

Name of the Cooperative/SACCO: \_\_\_\_\_ Name of facilitator: \_\_\_\_\_

Profile of discussants:

No.	Name	Age	Education Level	Occupation
1				
2				
3				
4				
5				
6				

- What support was granted to the cooperative/SACCO by the JR?
- To what extent do women benefit from this support? Provide concrete evidence.
- What has changed as a result of the support in the lives of female cooperative members?
- How do you evaluate the relevance of the support in terms of addressing the needs of members?
- Do you believe that the changes seen are likely to continue even without the JR's support? How do you justify this?
- Do women take part in the commodity selection? If so in what ways?
- Does the commodity selection analyses gender issues? (E.g. commodity increase income, skill; workload...)
- Does the value chain analysis look into opportunities and constraints that women are confronted with?
- What was your role in the value chain analysis (commodity selection)?
- Did you attend training on value chain? What did you benefit from the training?
- How the knowledge on value chain management you got from training change from what you do previously?
- What are the benefits of knowledge and skills in value chain management for you individually? (access to markets both physically and in availing better price, access to finance, inputs, skill enhancement, empowerment)
- What do you consider as lessons that future similar interventions should pursue from JP? How about innovative approaches or techniques?
- What do you recommend for similar interventions of this sort?

### Tool 3: KII Guide

#### 3.1 Interview Guide for High Level Steering Committee (HLSC)

Introduction: Name of the Interviewee: \_\_\_\_\_ Date: \_\_\_\_\_ Place: \_\_\_\_\_

Interviewer: \_\_\_\_\_

- In your opinion what are the achievements of the JP JPJP (results achieved)? What remains to be achieved?
- Probe contribution in achieving the SDGs, UNDAF, GTP II, Paris, Accra & Busan commitments and achievements in relation to the project's outcomes
- What are the reasons for the achievement and non-achievement?
- To what extent was joint programming the best option to respond to development challenges stated in the programme document?
- How would you explain the JP's achievement in relation to addressing cross cutting issues (sustainability, gender equality/women empowerment, public- private partnership)? What gaps do you observe in this regard?
- How do you think the contribution of such cooperation to better address cross-cutting issues?
- What is your assessment of the principle of "Delivering as One" at country level? (Effectiveness and efficiency of coordination mechanisms, governance, and managerial structures ...)? What were the gaps in implementing the 'delivering as one'?
- To what extent was the implementation of the JP more efficient in comparison to what could have been through a single agency's intervention? (e.g. probe in terms of resource use, meeting objectives, etc.)
- How strategic are partners in terms of mandate, influence, capacities, and commitment?
- To what extent had implementing partners an added value to solve development challenges stated in the programme document?
- Do the implementing government partners have the capacity to maintain the benefits from the JP JPJP?
- To what extent will the JP JPJP be replicable or scaled up at national or local levels?
- What are the lessons learnt in the implementation process that will be applicable in other similar contexts? What do you consider as innovative practices or approaches that the JP has brought about?
- What innovative approaches do you think are used in the design and implementation of the JP?



### 3.2 Interview Guide for the Programme Management Committee (PMC)

Introduction: Name of the Interviewee: \_\_\_\_\_ Date: \_\_\_\_\_ Place: \_\_\_\_\_

Interviewer: \_\_\_\_\_

- To what extent was joint programming the best option to respond to development challenges stated in the programme document?
- To what extent was the JP's management model (i.e. instruments, economic, human & technical resources, organizational structure, information flows, & decision-making) efficient in comparison to the development results attained?
- To what extent did the joint programme have a useful and reliable M&E strategy that contributed to measure development results? If necessary, how should it be modified to be more useful?
- To what extent was this programme designed, implemented, monitored and evaluated jointly? What were the gaps?
- Have the stakeholders taken ownership of the programme concept? To what extent and in what ways has ownership or the lack of it, impacted in the efficiency and effectiveness of the JP?
- How strategic are partners in terms of mandate, influence, capacities and commitment? To what extent had implementing partners an added value to solve the development challenges stated in the programme document?
- Is the programme cost-effective, i.e. could the outcomes and expected results have been achieved at lower cost through adopting a different approach and/or using alternative delivery mechanisms?
- What measures have been taken during planning and implementation to ensure that resources were efficiently used?
- How is gender equality & human rights approach understood & adopted at each phase of the project? What were gaps?
- To what extent did the JP promote shared private and public responsibility for development?
- What is the progress made towards achievement of the expected outcomes & expected results? What are achieved?
  - Improving food security and nutrition of rural women
  - Changing the livelihoods of the rural women
  - Strengthening the capacities of government participating organizations, gender equality advocates and women institutions
  - Influencing legal and policy frameworks
  - Improve natural resources (beneficiaries adopt sustainable resource use, beneficiaries respond to shocks)
- What went well and what not? What are the reasons for the achievement or non-achievement?
- To what extent can the identified changes be attributed to the programme?
- What is the likelihood that the benefits from the JP will be maintained for a reasonably long period of time if the programme was to cease? What explains the programme outcomes are likely to sustain?
- To what extent will the JP be replicable or scaled up at national or local levels?
- What substantive evidence-based knowledge could be generated on inclusive economic growth, food security and nutrition according to SDG-F sectoral policy goals, and gender equality and women's empowerment that could be useful to other development interventions at the national (scale up) and international levels?
- What do you consider as innovative practices or approaches that the JP has brought about?

### 3.3 Interview Guide for National Technical Working Group (NTWGs)

Introduction: Name of the Interviewee: \_\_\_\_\_ Date: \_\_\_\_\_ Place: \_\_\_\_\_

Interviewer: \_\_\_\_\_

- To what extent the JP's intended outputs and outcome are consistent with
- National policies and priorities
- Local policies and priorities and
- The needs of intended beneficiaries.
- To what extent was joint programming the best option to respond to development challenges stated in the programme document? What were the challenges?
- How was the JP's management model (i.e. instruments, economic, human and technical resources, organizational structure, information flows, & decision-making) efficient in comparison to the development results attained?
- To what extent did the joint programme have a useful and reliable M&E strategy that contributed to measure development results? If necessary, how should it be modified to be more useful?
- To what extent was this programme designed, implemented, monitored and evaluated jointly? What were the gaps?
- Have the stakeholders taken ownership of the programme concept? To what extent and in what ways has ownership or the lack of it, impacted in the efficiency and effectiveness of the JP?
- How strategic are partners in terms of mandate, influence, capacities and commitment? To what extent had implementing partners an added value to solve the development challenges stated in the programme document?
- What type of work methodologies, financial instruments, and business practices have the implementing partners used to increase efficiency in delivering as one?
- Is the programme cost-effective, i.e. could the outcomes and expected results have been achieved at lower cost through adopting a different approach and/or using alternative delivery mechanisms?
- What measures have been taken during planning and implementation to ensure that resources were efficiently used?
- To what extent is gender equality and human rights approach has been understood and adopted at each phase of the project?
- Were there any constraints (e.g. political, practical, and bureaucratic) to addressing human rights and gender equality efficiently during implementation? What level of effort was made to overcome these challenges?
- To what extent did the JP promote shared private and public responsibility for development?
- What has been the progress made towards achievement of the expected outcomes and expected results? What are the results achieved?
- Changing food security and nutrition status of rural women
- Changing the livelihoods of the rural women
- Strengthening the capacities of government participating organizations, gender equality advocates and women institutions
- Influencing legal and policy frameworks
- Improve natural resources (beneficiaries adopt sustainable resource use, beneficiaries respond to shocks)
- What went well and what not? What are the reasons for the achievement or non-achievement?
- To what extent and in what way did the JP contribute:
- To the SDGs at the local and national levels
- To the Paris Declaration, specifically the principle of national ownership?

- To the goals of Delivering as One at country level?
- To what extent can the identified changes be attributed to the programme?
- What is the likelihood that the benefits from the JP will be maintained for a reasonably long period of time if the programme was to cease? What explains the programme outcomes are likely to sustain?
- To what extent will the JP be replicable or scaled up at national or local levels?
- What substantive evidence-based knowledge could be generated on inclusive economic growth, food security and nutrition according to SDG-F sectoral policy goals, and gender equality and women's empowerment that could be useful to other development interventions at the national (scale up) and international levels?
- What do you consider as innovative practices or approaches that the JP has brought about?

### 3.4 Interview Guide for Regional/District Technical Working Groups (TWGs)

Introduction: Name of the Interviewee: \_\_\_\_\_ Date: \_\_\_\_\_ Place: \_\_\_\_\_

Interviewer: \_\_\_\_\_

- To what extent the JP's intended outputs and outcome are consistent with
  - National policies and priorities;
  - Local policies and priorities and
  - The needs of intended beneficiaries.
- To what extent the expected outcomes and objectives of the project have been achieved? What went well and what not
- Changing food security and nutrition status of rural women
- Changing the livelihoods of the rural women
- Strengthening the capacities of government participating organizations, gender equality advocates and women institutions
- Influencing legal and policy frameworks
- Improve natural resources (beneficiaries adopt sustainable resource use, beneficiaries respond to shocks)
- Which factors contributed to achieving (or not) intended outcomes?
- To what extent can the identified changes be attributed to the programme?
- To what extent was the JP's management model (i.e. instruments, economic, human and technical resources, organizational structure, information flows, and decision-making in management) efficient in comparison to the development results attained?
- To what extent did the joint programme have a useful and reliable M&E strategy that contributed to measure development results? If necessary, how should it be modified to be more useful?
- To what extent was this programme designed, implemented, monitored and evaluated jointly? What were the gaps?
- Have the stakeholders taken ownership of the programme concept? To what extent and in what ways has ownership or the lack of it, impacted in the efficiency and effectiveness of the JP?
- How strategic are partners in terms of mandate, influence, capacities and commitment? To what extent had implementing partners an added value to solve the development challenges stated in the programme document?
- What type of work methodologies, financial instruments, and business practices have the implementing partners used to increase efficiency in delivering as one?

- Is the programme cost-effective, i.e. could the outcomes and expected results have been achieved at lower cost through adopting a different approach and/or using alternative delivery mechanisms?
- What measures have been taken during planning and implementation to ensure that resources were efficiently used?
- To what extent is gender equality and human rights approach has been understood and adopted at each phase of the project?
- To what extent did the JP promote shared private and public responsibility for development?
- What is the likelihood that the benefits from the JP will be maintained for a reasonably long period of time if the programme was to cease? What explains the programme outcomes are likely to sustain?
- To what extent will the JP be replicable or scaled up at national or local levels?
- What substantive evidence-based knowledge could be generated on inclusive economic growth, food security and nutrition according to SDG-F sectoral policy goals, and gender equality and women's empowerment that could be useful to other development interventions at the national (scale up) and international levels?
- What do you consider as innovative practices or approaches that the JP has brought about?

### 3.5 Interview Guide for Regional/District Level Steering Committee (SC)

Introduction: Name of the Interviewee: \_\_\_\_\_ Date: \_\_\_\_\_ Place: \_\_\_\_\_

Interviewer: \_\_\_\_\_

- To what extent the JP's intended outputs and outcome are consistent with
  - National policies and priorities;
  - Local policies and priorities and
  - The needs of intended beneficiaries.
- To what extent the expected outcomes and objectives of the project have been achieved? What went well and what not
- Changing food security and nutrition status of rural women;
- Changing the livelihoods of the rural women
- Strengthening the capacities of government participating organizations, gender equality advocates and women institutions
- Influencing legal and policy frameworks
- Improve natural resources (beneficiaries adopt sustainable resource use, beneficiaries respond to shocks)
- Which factors contributed to achieving (or not) intended outcomes?
- To what extent can the identified changes be attributed to the programme?
- To what extent was the JP's management model (i.e. instruments, economic, human and technical resources, organizational structure, information flows, and decision-making in management) efficient in comparison to the development results attained?
- To what extent did the joint programme have a useful and reliable M&E strategy that contributed to measure development results? If necessary, how should it be modified to be more useful?
- To what extent was this programme designed, implemented, monitored and evaluated jointly? What were the gaps?
- Have the stakeholders taken ownership of the programme concept? To what extent and in what ways has ownership or the lack of it, impacted the efficiency and effectiveness of the JP?

- How strategic are partners in terms of mandate, influence, capacities, and commitment? To what extent had implementing partners added value to solve the development challenges stated in the programme document?
- What type of work methodologies, financial instruments, and business practices have the implementing partners used to increase efficiency in delivering as one?
- Is the programme cost-effective, i.e. could the outcomes and expected results have been achieved at a lower cost through adopting a different approach and/or using alternative delivery mechanisms?
- What measures have been taken during planning and implementation to ensure that resources were efficiently used?
- To what extent is gender equality and the human rights approach has been understood and adopted at each phase of the project?
- To what extent did the JP promote shared private and public responsibility for development?
- What is the likelihood that the benefits from the JP will be maintained for a reasonably long period of time if the programme was to cease? What explains the programme outcomes are likely to sustain?
- To what extent will the JP be replicable or scaled up at national or local levels?
- What substantive evidence-based knowledge could be generated on inclusive economic growth, food security and nutrition according to SDG-F sectoral policy goals, and gender equality and women's empowerment that could be useful to other development interventions at the national (scale up) and international levels?
- What do you consider as innovative practices or approaches that the JP has brought about?

### 3.6 Interview Guide for Women and Children Affairs Offices

Introduction: Name of the Interviewee: \_\_\_\_\_ Date: \_\_\_\_\_ Place: \_\_\_\_\_

Interviewer: \_\_\_\_\_

- To what extent is the joint programme consistent with local policies and priorities and the needs of intended beneficiaries?
- How do you evaluate the JP's contribution in terms
  - a. Food security and nutrition. (nutrition and dietary, crop and livestock productivity, quantity and reliability of inputs supply, adoption of new practices by farmers)
  - b. Income (improve income, improve asset of beneficiaries, enhance saving capacity, creating productive investments)
  - c. Change in societal attitude towards women's rights (Expansion of access to & control over assets; Improvement in women's decision-making power at all levels; Improvements in well-being/self-esteem of women; Ease in workloads by of women in households; Improvements in women's collective agency)
  - d. Gender responsive policy and institutional environment for women's economic empowerment (quality and performance of institutions, changes in policies/procedures, change in behavior of local authorities, change in behavior of grassroots organizations)
  - e. Improve natural resources (beneficiaries adopt sustainable resource use, beneficiaries respond to shocks)
- To what extent is gender equality approach has been understood and adopted at each phase of the project? What explains that the JP follows a gender equality approach?
- Were there any constraints (e.g. political, practical, and bureaucratic) to addressing gender equality efficiently during implementation? What level of effort was made to overcome these challenges?
- What should be done to fill in the gaps? (availability of technical expertise, training, tools/manuals, ...)

- Does the programme develop and maintain relationships with women organizations? In what ways does the JP involve these organizations in the programme?
- What do you consider as lessons or best practices that future similar interventions should pursue?
- What do you consider as innovative practices or approaches that the JP has brought about?

#### **Tool 4: Document Review Guide**

- Document review matrix
- Assessment of the Result framework
- What are the main strategic components of the programme? How do they contribute and logically link to the planned outcomes? How well do they link to each other?
- Is the intervention logic coherent and realistic, considering the phases of the programme from joint programming towards a joint programme? What needs to be adjusted? (refer to the programme Results Matrix)
- To what extent do activities and strategies address problems identified?
- Have the outputs been delivered in a timely manner?
- To what extent did the joint programme have a useful and reliable M&E strategy that contributed to measure development results? How appropriate and useful are the indicators described in the programme document in assessing the programme's progress? Are the targeted indicator values realistic and can they be tracked? If necessary, how should they be modified to be more useful? Are the means of verification for the indicators appropriate?
- Existence and adequacy of formats that help regular capturing of data

#### 2. Other documents

To what extent did the JP align itself with the National Development Strategies (GTP II, etc.) and/or UNDAF?  
To what extent did the JP mainstream environment and climate change to ensure environmental sustainability?  
The conduct of a gender analysis in the use of outputs in the preparation of project documents

#### Appendix 4. List of Key Informants & Focus Group Discussion Participants

<b>A</b>	<b>UN Agencies</b>	
1	Mrs. Helen Teshome, focal person	IFAD
2	Mr. Kebede Assefa, focal person	WFP
3	Mr. Mihret Alemu, focal person (x)	FAO
4	Mrs. Simegn Kuma	UN Women
5	Mrs. Etagegnehu Getachew	UN Women, JP Coordinator
6	Mr. Alemu Tesema	SWAA-E, Director
<b>B</b>	<b>Federal Level</b>	
1	Miss Yeworkwoha Abate	MoFEC, Senior Expert
2	Mr. Mohamed Usman	MoFEC, Senior Expert
3	Samson Lishan	MoWCA, Mobilization Directorate Director, focal person
4	Seleshi Tadesse	MoWCA, Mobilization Directorate Director
5	Yaregal Mulu	MoAL, Focal Person
6	Mestefaker Alebachew	MoAL, Focal Person
<b>C</b>	<b>Regional Level</b>	
1	Tesfaye Tolosa	Vice Bureau Head (Oromia BoFED)
2	Mrs. XXXX	Oromia Women, Child and Youth Affairs Bureau Head
3	Adam Qasim	Oromia Social Mobilization for WE Directorate
4	Lijalem Waqkgari	Oromia BoFED, Focal person for UN JP JPJP;
5	Bulbulu Zewudie	Oromia BoE, Informal education expert
6	Mr. Hambisa Burka	Oromia Regional Agriculture (FAO Focal Person)
7		Oromia Cooperatives Agency, Vice Head
8	Mrs. Durie Yimam	Oromia Regional Cooperatives Office, Focal Person
<b>D</b>	<b>Yaya Gullele</b>	
<b>1</b>	<b>District focal Persons</b>	
2	Mr. Dejene Kiltu	District focal person
<b>E</b>	<b>FGD Participants</b>	
1	Asnaku Mokennon	Bekelcha Bari Cooperative: YG, Cooperative Director
2	Yeshi Habtamu	Bekelcha Bari Coop.: YG, Secretary of the Cooperative
3	Hirut Bekele	Bekelcha Bari Coop.: YG, Coop. Supervision Secretary
4	Mulushet	Bekelcha Bari Cooperative, member
5	Izanu Legese	Bekelcha Bari Cooperative, member
6	Tsagaye Kebede	Bekelcha Bari Coop., cooperative member
7	Kibbu Tadese	Bekelcha Bari Coop., Cooperative member
8	Name not mentioned	Bekelcha Bari Cooperative, member
9	Fanos Hordofa	Bekelcha Bari Cooperative, member
10	Atsadu Wendimageng	Bekelcha Bari Cooperative, member
11	Asagedech Diinquu	Bekelcha Bari Cooperative, member

12	Adanech Ragasa	Dirre Biftu Cooperative: Yayagulalle Woreda
13	Abebech Hurisa	Dirre Biftu Cooperative: Yayagulalle Woreda
14	Shibirre Tadese	Dirre Biftu Cooperative: Yayagulalle Woreda
15	Zergibacho Tola	Dirre Biftu Cooperative: YG, Director of the Cooperative
16	Birille Dadhi	Dirre Biftu Cooperative: Yayagulalle Woreda
17	Tewerki Mokennen	Dirre Biftu Cooperative: Yayagulalle Woreda
18	Gemeda Geleta	Dirre Biftu Cooperative: YG, Director of the Cooperative
19	Tayitu Hayle	Dirre Biftu Cooperative: Yayagulalle Woreda
20	Dinke Gadafa	Dirre Biftu Cooperative: Yayagulalle Woreda
21	Zewuditu Tolcha	Dirre Biftu Cooperative: YG, Director of the Cooperative
22	Aster Nigatu	Dirre Biftu Cooperative: Yayagulalle Woreda
<b>F</b>	<b>Adamitulu Jidokombolcha</b>	
	<b>Focal Persons (Key informants)</b>	
1	Mr. Gemado Tefo	District focal person (in agriculture & livestock office)
2	Mr. Abdela	District focal person (in women and children office)
3	Mr. Chali	District focal person (in cooperative office)
	<b>FGD &amp; Key Informant Participants</b>	
1	Olole Dhakebo	Abdi Boru SCCO
2	Amane Bedhane	Abdi Boru SCCO
3	Gamane Seria	Abdi Boru SCCO
4	Ayone Qawati	Abdi Boru SCCO
5	Subo Unfaro	Abdi Boru SCCO
6	Zeineba Kedir	Abdi Boru SCCO
7	Alima Bekeye	Abdi Boru SCCO
8	Demitu Hussien	Abdi Boru SCCO
9	Kebeni Gurie	Abdi Boru SCCO
10	Lisha Tifo	Abdi Boru SCCO
11	Tulule Kinfe	Abine Gowota SCCO
12	Hindhmine Gabao	Abine Gowota SCCO
13	Merima Furi	Abine Gowota SCCO
14	Safia Adem	Abine Gowota SCCO
15	Birtukan Barisa	Abine Gowota SCCO
16	Danbale Ambomsa	Abine Gowota SCCO
17	Budha Muda	Abine Gowota SCCO
18	Hiiko Haji Negasso	Abine Gowota SCCO
19	Suuru Iresso	Abine Gowota SCCO
<b>G</b>	<b>Dodola District</b>	
	<b>Focal Persons (key informants)</b>	
1	Mr. Nesru Amano	District focal person, cooperative office
2	Mrs. Jemila	District focal person, women's affairs office



<b>H</b>	<b>FGD &amp; Key Informant Participants</b>	
1	Chaltu Bedhane	Bedhatu SCCOs: FGD participants
2	Zahara H/Tira	Bedhatu SCCOs: FGD participants
3	Anaji Ayana	Bedhatu SCCOs: FGD participants
4	Kamsu Dadisa	Bedhatu SCCOs: FGD participants
5	Madina Gobena	Abdi Boru SCCOs: FGD participants
6	Shamse Abdela	Abdi Boru SCCOs: FGD participants
7	Aman HajiFuro Jarso	Abdi Boru SCCOs: FGD participants
8	Amane Waticha	Abdi Boru SCCOs: FGD participants
	<b>Dubti District</b>	
<b>J</b>	<b>Focal Persons (Key informants)</b>	
1	Mr. Nuru Mohamed	BOWCA, focal person
2	Mr. Hussein Hassen	Cooperatives office, deputy's head
<b>K</b>	<b>List of Case Story Participants</b>	<b>The site of the Participant</b>
1	Case Story 1 – Zeineba Kedir	AT-JK trade and crop farming
2	Case Story 2 – Messay Mohammed	AT-JK trade & crop farming
3	Case Story 3 – Tulule Kinfe	AT-Jk trade and fattening
4	Case Story 4 – Kebeni Gurie	AT-JK trade and fattening
5	Case Story 5 – Bizu Tsega	Yaya Gulelle, diverse and integrated farming
6	Case Story 6 – Medina Gobena	Dodola, trade and crop farming
7	Case Story 7 – Kamsu Dadisa	Dodola, trade and crop farming
8	Case Story 8 - Magartu Edeo	Dodola, trade and crop farming

### Appendix 5. Results framework

Joint Programme Outcome 1: Rural women have increased income for improved food and nutrition security and livelihoods. Implementing, participating and national counterpart signatories and resources allocated:

**Joint programme Budget:** 3 million USD (1.5 from participating and implementing agencies – matching fund 1 and 250000 USD from Norwegian Fund – Matching Fund 2 – in general, 1.5 million USD is a matching fund);

Implementing agencies:

- UN-Women – lead agency
- Participating agencies (FAO, WFP);

National counterpart signatories and implementing agencies:

- MoFED;
- MoWCYA

#### Performance Monitoring Framework / SDG-F Joint Programme

1. Results	2. Performance Indicators: Planned	3. Data Sources	4. Data Collection Methods	5. Frequency	6. Responsible	7. Baseline
JP Outcome 1 Rural women improve their food security and nutrition	Indicator 1.a. Frequency and composition of meals and dietary diversity among targeted households  Target: 70% of the target in Afar will eat three times a day with appropriate dietary diversity	Implementing partners Programme biannual and annual reports	Year-end monitoring data collected through the Bureau of Agriculture in Oromia and Bureau of Pastoral and Agriculture Development in Afar	Annually	FAO, BoA and pastoral development in targeted regions	Oromia -87.6% eat three times a day;10.2% eat twice a day and 2 % eat once a day Afar -39.9% eat three times a day;34.1 % eat twice a day; 20.3 % eat once a day

	97% of the target in Oromia will eat three times a day with appropriate dietary diversity					
JP Output 1.1. Rural women's control and management over local food household reserves increased	Indicator 1.1.a Percentage of women with increased access and control over local food reserves  Target: On average 50% of the targeted women	Implementing partners  Programme biannual and annual reports	Year-end monitoring data collected through the Bureau of Agriculture in Oromia and Bureau of Pastoral and Agriculture Development in Afar	Quarterly	FAO BoA and Pastoral Developments in targeted regions	Oromia -Control over local household reserves- 20.6% Afar- Control over local household reserve none due to depletion of the household asset
	Indicator 1.1.b% of targeted rural women/households accessing integrated agriculture services and Inputs.  Target: On average 30% of the targeted rural women	Implementing partners  Programme biannual and annual reports				Oromia - 15% Afar-none
JP Output 1.2. Rural women's and their household's nutritional	Indicator 1.2.a Percentage of targeted rural women and their household members	Implementing partners  Programme biannual and	A survey during the end evaluation	Quarterly	FAO BoA in targeted regions and independent consultants to be hired	

status improved	whose daily intake of nutrients increased	annual reports			for the evaluation	
JP Outcome 2 Rural women increase their income to sustain their livelihoods	Indicator 2.1 Level of income of targeted women who are provided with financial and non-financial services, productive assets and human capital as compared to end of 2014	Implementing partners  Programme biannual and annual reports	Year-end monitoring data collected through BoWCAs, and CPAs2	Annually	UN Women, WFP BoWCA, CPAs	Oromia –Birr 2,878 (USD137) Average per annum  Afar- Birr1,800 (USD86) Average per annum On Average 450 USD per Annum
JP Output 2.1 Women's increased capacity to produce goods with diversified access to local markets	Indicator 2.1a Number of targeted Women getting access to diversified market opportunities (district and regional markets for their goods /services as compared to the end of 2014  Target: At least 1,200 of the target women (2000) got access to diversified/better market	Implementing partners  Programme biannual and annual reports	Year-end monitoring data collected through BoWCAs, and CPAs	Quarterly	UN Women, WFP BoWCA, CPAs of targeted regions	Oromia –None Afar –None
JP Output 2.2 Rural women access to holistic	Indicator 2.2a Percentage of targeted women benefitting from	Programme quarter reports, proceeding	The collection, compilation,	Quarterly	UN Women, WFP BoWCA, BoA, CPAs pf the	Oromia- Women Benefited financial services - 38.2%;

income-generating facilities and to gender-sensitive financial and non-financial services increased	gender-sensitive financial services as compared to the end of 2014 Target: 80% of the target women	of the programme review meeting, joint supportive visits and biannual report are used for the update	and analysis by Project  Coordination Unit from consultant field reports; project technical staff supervision reports		target regions	The financial services found to be gender insensitive. Afar-None
JP Output 2.3 Rural women increased their knowledge and incorporate acquired skills on financial literacy, entrepreneurship, and sustainable agriculture techniques	Indicator 2.3a Targeted women degree of satisfaction /increased capacity with training on life skills, financial and functional literacy, entrepreneurship skills, business development services as compared to the end of 2014.  Target: 75% of targeted women to have improved capacity on business and entrepreneurship; 30% of the target women to have participated in	Programme quarter reports, proceeding of the programme review meeting, joint supportive visits and biannual report are used for the updated	The collection, compilation, and analysis by Project  Coordination Unit from consultant field reports; project technical staff supervision reports;	Quarterly	UN Women, WFP BoWCA, BoA, CPAs of the target regions	Oromia- 24.8 % of them get access to training on business and other technical skills Afar- 3.4% of the respondents received training in one or more of the business, cooperatives management and income generating activities

	functional adult literacy					
JP Output 2.4 Rural women have increased access to productive resources (land and agricultural inputs)	Indicator 2.4a Number of women provided with eco-friendly equipment Target: 1500 women who are able to access technology and tools	Programme quarter reports, proceeding of the programme review meeting, joint supportive visits and biannual report are used for the update	The collection, compilation, and analysis by Project Coordination Unit from consultant field reports; project technical staff supervision reports;	Quarterly	UN Women BoWCAs in targeted regions	Oromia- None Afar-None
	Indicator 2.4b Percentage of women who succeeded in obtaining joint land certificates as compared to the end of 2014 Target: 25 % of the target women (households on average)	Implementing partners  Programme bi-annual and annual reports				Oromia-18% Afar-None
JP Outcome 3: Rural women strengthen their voice in	Indicator 3.1 The proportion of targeted rural women participating		The collection, compilation,	Annually	UN Women, WFP BoWCYA and CPAs	Oromia-Almost non- except in their self-help CPAs

decisions that affect their lives	in decision making in rural institutions and communities.		and analysis by Project  Coordination Unit from consultant field reports; project technical staff supervision reports;		targeted regions	groups /cooperatives  Afar - Almost non-except in their self-help groups /cooperatives
JP Output 3.1 Rural women confidence and leadership skills built to fully participate in rural institutions, cooperatives, and unions	Indicator 3.1a Change in perception of targeted communities, including women, girls, men, and boys, about women's access and control over agricultural resources	Implementin g partners Programme biannual and annual reports	The collection, compilation, and analysis by Project Coordination Unit from: consultant field reports; project technical staff supervision reports;	Quarterly	UN Women, WFP BoWCA and CPAs in the targeted regions	There exist a misunderstanding of gender and women right's issues in targeted areas Oromia -10.8% of the target (SACCO committee members)
	Indicator 3.1b Number of women trained/with improved leadership and management skills, family law and economic rights					Afar - None

Outcome 4 Gender responsive policy and institutional environment for women's economic empowerment in place	Indicator 4.1 Number of gender equality related targets and indicators included in the National Agricultural Sector Strategy and Investment Policy Framework 2010-2020	Ministry of Agriculture Programme biannual and annual reports	Policy Investment Framework related document	Annually	UN Women, MoA&L	There is one agricultural policy which is not gendered sensitive at the national level
JP Output 4.1. Agriculture key stakeholders, including relevant government bodies, capacity enhanced to conduct gender analysis and integrate gender sensitive indicators and targets in planning and budgeting	Indicator 4.1a the degree to which the agriculture sector key stakeholders apply knowledge and tools acquired to better integrate gender equality in agriculture sector strategy and investment framework monitoring baselines, targets, results and indicators	Programme biannual and annual reports	The collection, compilation, and analysis by Project Coordination Unit from consultant field reports; project technical staff supervision reports;	Quarterly	UN Women and FAO BoWCA, MoWCA	Limited in Both regions
	Indicator 4.1b Availability of evidence-based					



	research and analysis to inform policy development and monitoring					
JP final survey to inform M&E in place  JP Results documented and widely shared	Amount of pertinent data available	Participating UN Agencies	Survey research	Inception Phase 1	UN Women, IFAD, WFP and FAO	
JP systematic and regular M & E framework implemented	Number of knowledge products developed and widely disseminated	Participating UN Agencies	Case study documentation	Quarterly	UN Women and BRBAs	
	Quality of RB Monitoring progress reports Quality of Final Evaluation Report	Participating UN Agencies and Government	Joint field visits based on Checklist and ToR, interviews, focus group discussion, and partners reports	Biannually for the monitoring visits, once for the end evaluation		

## Appendix 6. Evaluation Design Matrix

Focus areas	Specific issues	Data sources	Data gathering tool
<b>Relevance</b>	▪ To what extent was the design and strategy of the JP RWEE relevant (assess including link to SDGs, UNDAF, GTP II, Paris, Accra and Busan commitments, stakeholder participation, national ownership design process)?	Documents, HLSC, PMC, NTWG, Regional and district level TWGs and SCs, beneficiaries	Document review and interview /FGD, questionn aire
	▪ What are the main strategic components of the programme? How do they contribute and logically link to the planned outcomes? How well do they link to each other?	Documents	Document review
	▪ Do the activities and strategies address the problems identified?	Beneficiaries, Regional and district level TWGs and SCs	Interview /FGD, questionn aire
	▪ Are the planned outputs and results relevant and realistic for the situation on the ground?	Regional and district level TWGs and SCs, Beneficiaries	Interview /FGD, questionn aire
	▪ Was a gender analysis conducted during the UNDAF or the development of the JP RWEE. If undertaken, did the gender analysis offer quality information on underlying causes of inequality to inform the JP?	Document	Document review
	▪ Is the intervention logic coherent and realistic, considering the phases of the programme from joint programming towards a joint programme? What needs to be adjusted? (refer to the programme Results Matrix)	Document, NTWG	Document review, Interview/ FGD
	▪ To what extent was this programme designed, implemented, monitored and evaluated jointly?	Documents, HLSC, PMC, NTWG, Regional and district level TWGs and SCs, beneficiaries	Document review, interview/ FGD, questionn aire
	▪ To what extent was joint programming the best option to respond to development challenges stated in the programme document?	HLSC, PMC, NTWG, Regional and district level TWGs and SCs	Interview/ FGD

	<ul style="list-style-type: none"> <li>How strategic are partners in terms of mandate, influence, capacities and commitment? To what extent had implementing partners added value to solve the development challenges stated in the programme document?</li> </ul>	HLSC, PMC, NTWG, Regional and district level TWGs and SCs	Interview/FGD
	<ul style="list-style-type: none"> <li>To what extent did the joint programme have a useful and reliable M&amp;E strategy that contributed to measure development results? How appropriate and useful are the indicators described in the programme document in assessing the programme's progress? Are the targeted indicator values realistic and can they be tracked? If necessary, how should they be modified to be more useful? Are the means of verification for the indicators appropriate?</li> </ul>	Documents, PMC, NTWG, Regional and district level TWGs and SCs	Document review, interview/FGD
	To what extent did the joint programme have a useful and reliable Communication and Advocacy strategy?	PMC, NTWG, Regional and district level TWGs and SCs	Interview/FGD
<b>Efficiency</b>	<ul style="list-style-type: none"> <li>To what extent was the JP RWEE's management model (i.e. instruments, economic, human and technical resources, organizational structure, information flows, decision-making in management) efficient in comparison to the development results attained?</li> </ul>	HLSC, PMC, NTWG, Regional and district level SCs and WGs	Interview/FGD
	<ul style="list-style-type: none"> <li>To what extent was the implementation of a JP more efficient in comparison to what could have been through a single agency's intervention?</li> </ul>	HLSC, PMC, NTWG, Regional and district level SCs and WGs	Interview/FGD
	<ul style="list-style-type: none"> <li>Have JP RWEE's governance and coordination structure, managerial support and coordination mechanisms effectively supported the delivery of the JP RWEE?</li> </ul>	HLSC, PMC, NTWG, Regional and district level SCs and WGs	Interview/FGD
	<ul style="list-style-type: none"> <li>To what extent and in what ways did the JP RWEE increase or reduce efficiency in delivering outputs and attaining outcomes?</li> </ul>	HLSC, PMC, NTWG, Regional and district level SCs and WGs	Interview/FGD
	<ul style="list-style-type: none"> <li>Is the programme cost-effective, i.e. could the outcomes and expected results have been achieved at lower cost through adopting a different approach and/or using alternative delivery mechanisms?</li> </ul>	HLSC, PMC, NTWG, Regional and district level SCs and WGs	Interview/FGD

	<ul style="list-style-type: none"> <li>What measures have been taken during planning and implementation to ensure that resources were efficiently used?</li> </ul>	HLSC, PMC, NTWG, Regional and district level SCs and WGs, documents	Interview/FGD, document review
	<ul style="list-style-type: none"> <li>What type of work methodologies, financial instruments, and business practices have the implementing partners used to increase efficiency in delivering as one?</li> </ul>	HLSC, PMC, NTWG, Regional and district level SCs and WGs, documents	Interview/FGD, document review
	<ul style="list-style-type: none"> <li>Have the outputs been delivered in a timely manner?</li> </ul>	Documents	Document review
	<ul style="list-style-type: none"> <li>Are there sufficient resources (financial, time, people) allocated to integrate human rights and gender equality in the design, implementation, monitoring and evaluation of the JP RWEE?</li> </ul>	HLSC, PMC, NTWG, Regional and district level SCs and WGs	Interview/FGD
	<ul style="list-style-type: none"> <li>Were there any constraints (e.g. political, practical, and bureaucratic) to addressing human rights and gender equality efficiently during implementation? What level of effort was made to overcome these challenges?</li> </ul>	PMC, NTWG	Interview/FGD
<b>Ownership in the process</b>	<ul style="list-style-type: none"> <li>To what extent did the targeted population, citizens, participants, local and national authorities make the programme their own, taking an active role in it? What modes of participation (leadership) have driven the process?</li> </ul>	PMC, NTWG, Regional and district level SCs and WGs, beneficiaries	Interview/FGD, questionnaire
	<ul style="list-style-type: none"> <li>Have the stakeholders taken ownership of the programme concept?</li> </ul>	PMC, NTWG, Regional and district level SCs and WGs, beneficiaries	Interview/FGD, questionnaire
	<ul style="list-style-type: none"> <li>To what extent and in what ways has ownership or the lack of it, impacted in the efficiency and effectiveness of the JP RWEE?</li> </ul>	PMC, NTWG, Regional and district level SCs and WGs, beneficiaries	Interview/FGD, questionnaire
	<ul style="list-style-type: none"> <li>To what extent did the JP RWEE promote shared private and public responsibility for development?</li> </ul>	PMC, NTWG, Regional and district level SCs and WGs, beneficiaries	Interview/FGD, questionnaire
	<ul style="list-style-type: none"> <li>To what extent did the JP RWEE promote and create networks to develop alliances between public and private?</li> </ul>	PMC, NTWG, Regional and district level SCs	Interview/FGD, questionnaire

		and WGs, beneficiaries	
<b>Effectiveness</b>	<ul style="list-style-type: none"> <li>What has been the progress made towards achievement of the expected outcomes and expected results? What are the results achieved?</li> </ul>	HLSC, PMC, NTWG, Regional and district level SCs and WGs, beneficiaries	Interview/FGD, questionnaire
	<ul style="list-style-type: none"> <li>What are the reasons for the achievement or non-achievement?</li> </ul>	HLSC, PMC, NTWG, Regional and district level SCs and WGs, beneficiaries	Interview/FGD, questionnaire
	<ul style="list-style-type: none"> <li>To what extent and in what way did the JP RWEE contribute:               <ol style="list-style-type: none"> <li>To the SDGs at the local and national levels?</li> <li>To the Paris Declaration, specifically the principle of national ownership?</li> <li>To the goals of Delivering as One at country level?</li> </ol> </li> </ul>	HLSC, PMC, NTWG	Interview/FGD
	<ul style="list-style-type: none"> <li>To what extent did the joint programme help to increase stakeholder/citizen dialogue and or engagement on development issues and policies?</li> </ul>	PMC, NTWG, Regional and district level SCs and WGs, beneficiaries	Interview/FGD, questionnaire
	<ul style="list-style-type: none"> <li>To what extent have capacities of government participating organizations, gender equality advocates and women institutions been strengthened because of the JP RWEE?</li> </ul>	PMC, NTWG, Regional and district level SCs and WGs,	Interview/FGD
	<ul style="list-style-type: none"> <li>Have any good practices, success stories, lessons learned, or transferable examples been identified? Please describe and document them.</li> </ul>	PMC, NTWG, Regional and district level SCs and WGs, beneficiaries, documents	Interview/FGD, questionnaire, document review
	<ul style="list-style-type: none"> <li>To what extent are the targeted rural women participating in and benefitting from the JP RWEE?</li> </ul>	Beneficiaries	Questionnaire
	<ul style="list-style-type: none"> <li>What are the changes produced by the programme on legal and policy frameworks at the national and regional level?</li> </ul>	PMC, NTWG, Regional and district level SCs and WGs,	Interview/FGD
<b>Sustainability</b>	<ul style="list-style-type: none"> <li>What is the likelihood that the benefits from the JP RWEE will be maintained for a reasonably long period of time if the programme was to cease? Have operating capacities been created and/or reinforced in national partners?</li> </ul>	PMC, NTWG, Regional and district level SCs and WGs, beneficiaries	Interview/FGD, questionnaire

	<ul style="list-style-type: none"> <li>▪ To what extent have the JP RWEE decision-making bodies and implementing partners undertaken the necessary decision and course of actions to ensure the sustainability of the effects of the JP RWEE?</li> </ul>	HLSC, PMC, NTWG, Regional and district level SCs and WGs	Interview/FGD
	<ul style="list-style-type: none"> <li>▪ Is JP RWEE supported by national/local institutions? Do these institutions demonstrate leadership commitment and technical capacity to continue to work with the JP RWEE or replicate it?</li> </ul>	PMC, NTWG, Regional and district level SCs and WGs	Interview/FGD
	<ul style="list-style-type: none"> <li>▪ Do the implementing government partners have the financial capacity to maintain the benefits from the JP RWEE?</li> </ul>	NTWG, Regional and district level SCs and WGs	Interview/FGD
	<ul style="list-style-type: none"> <li>▪ Are requirements of national ownership satisfied?</li> </ul>	NTWG, Regional and district level SCs and WGs	Interview/FGD
	<ul style="list-style-type: none"> <li>▪ To what extent will the JP RWEE be replicable or scaled up at national or local levels?</li> </ul>	HLSC, PMC, NTWG, Regional and district level SCs and WGs, beneficiaries	Interview/FGD, questionnaire
	<ul style="list-style-type: none"> <li>▪ To what extent did the JP RWEE align itself with the National Development Strategies (GTP II, etc.) and/or UNDAF?</li> </ul>	Documents	Document review
	<ul style="list-style-type: none"> <li>▪ To what extent did the JP RWEE mainstream environment and climate change to ensure environmental sustainability?</li> </ul>	Documents, NTWG, Regional and district level SCs and WGs, beneficiaries	Interview/FGD, document review
<b>Impact</b>	<ul style="list-style-type: none"> <li>▪ What are the positive and negative changes produced directly or indirectly by the JP RWEE on the opportunities of rural women, and on the socioeconomic conditions of their families and localities?</li> </ul>	HLSC, PMC, NTWG, Regional and district level SCs and WGs, beneficiaries, documents	Interview/FGD, questionnaire, document review
	<ul style="list-style-type: none"> <li>▪ To what extent can the changes occurred as a result of the JP RWEE be identified and measured?</li> </ul>	PMC, NTWG, Regional and district level SCs and WGs, documents	Interview/FGD, document review
	<ul style="list-style-type: none"> <li>▪ To what extent can the identified changes be attributed to the programme?</li> </ul>	PMC, NTWG, Regional and district level SCs and WGs, documents	Interview/FGD, document review

	<ul style="list-style-type: none"> <li>What is the evidence that the JP RWEE enabled the rights-holders (rural women) to claim their rights more successfully and the duty-bearers (government institutions) to perform their duties more efficiently?</li> </ul>	PMC, NTWG, Regional and district level SCs and WGs, beneficiaries	Interview/FGD, questionnaire,
	<ul style="list-style-type: none"> <li>To what extent have power balances in the targeted communities shifted towards greater gender equality?</li> </ul>	NTWG, Regional and district level SCs and WGs, beneficiaries, documents	Interview/FGD, questionnaire, document review
<b>Best practices and lessons learnt</b>	<ul style="list-style-type: none"> <li>Are there methods and approaches that were effective in advancing rural women's economic and political empowerment meaningfully and tangibly?</li> </ul>	PMC, NTWG, Regional and district level SCs and WGs, beneficiaries	Interview/FGD, questionnaire,
	<ul style="list-style-type: none"> <li>Are there methods and approaches that were effective in influencing policy and practice at national, regional and global levels?</li> </ul>	HLSC, PMC, NTWG, Regional and district level SCs and WGs	Interview/FGD
	<ul style="list-style-type: none"> <li>What went well and what not? Why?</li> </ul>	HLSC, PMC, NTWG, Regional and district level SCs and WGs, beneficiaries	Interview/FGD, questionnaire
	<ul style="list-style-type: none"> <li>What substantive evidence-based knowledge could be generated on inclusive economic growth, food security and nutrition according to SDG-F sectoral policy goals, and gender equality and women's empowerment that could be useful to other development interventions at the national (scale up) and international levels?</li> </ul>	HLSC, PMC, NTWG, Regional and district level SCs and WGs, beneficiaries	Interview/FGD, questionnaire
<b>Cross cutting issues</b>	The extent to which gender equality and human rights approach has been understood and adopted at each phase of the project	PMC, NTWG, Regional and district level SCs and WGs, beneficiaries	Interview/FGD, questionnaire

## Appendix 7. Bio-data of the Evaluation Team Members

The team members have rich experience in the deployment of qualitative and quantitative research methods for social research. The team leader, Dr. Filmon, has a sound knowledge of the economic and socio-economic conditions in Ethiopia, having worked as an academician, policy practitioner and consultant having met and interviewed hundreds of Ethiopians in diverse areas of study related to programmes and policies and intervention outcomes. He holds M.A in development studies and PhD in Development management who brings to the team his skills and many years of experience representing clients involved in gender and women studies, terminal evaluations, baseline surveys and programme design and intersectional analysis about rural women empowerment. The consultant team's relevant bio-data:

- Dr. Filmon Hadaro (team leader) has PhD in Development Studies specialization in Development Management. He has vast experience in M & E and as team leader). Dr. Filmon is a key expert in development approaches management, programme planning, and review, outcome evaluation, inclusive development & stakeholder participation, community empowerment and policy advocacy in the wider regional and rural development arena. He will serve as an expert in gender inclusive approaches, intersectionality analysis and rights-based approaches for development programmes and policies.
- Dr. Rahel Jigi Kitessa - is a native speaker of Oromia. She has BA in Economics, MA in Agri-business and finalizing her PhD in Rural Institutions, Gender Empowerment, and Environment). She will serve as a key expert in gender, institutional economics & environmental analysis of this rural agriculture oriented pro JWEE programmeme final evaluation). She is also a key expert in communications and learning, capacity building for women empowerment, gender research tool design, and data analysis. She will lead the research group to fieldwork in Oromia – from regional to kebele level data collection and analysis on programme design, implementation process and results of the JP RWEE programme.
- Ms. Rahel Shiferaw – has a BA in Social Anthropology and a MA in social work. She is also an expert in gender, social and institutional – intersectional analysis). She will serve as an expert in social and institutional transformation analysis focusing on aspects of policy, programme results and substantive data on programme impact and sustainability.
- Ms. Zegeyesh Taye Mamo – has a BA in agronomy and rural business, and a MA in rural agri-business, value chain, and rural development. She will serve as expert in gender, rural agricultural business and value chain, rural development and rural policies and programmes. In addition, a local data collection assistant with native Afar language skills will be hired. The second group will depart to work in Oromia Region and stakeholders concerned with this region.



## Appendix 8. Terms of Reference (ToR)

### FINAL PROGRAMME EVALUATION OF SDG-F JOINT PROGRAMME

Type of Contract: Local Consultancy - Individual consultants

Based in: Ethiopia

Consulting days: 30 working days

Consultancy time: 2 May – 12 June 2018

Application Deadline: 30 March 2018

#### 1. GENERAL CONTEXT: the SDG-F and JP RWEE

The Sustainable Development Goals Fund is a development cooperation mechanism created in 2014 to support sustainable development activities through integrated and multidimensional Joint Programmes. It builds on the experience, knowledge, lessons learned, and best practices of the MDG Fund and the MDG experience, while focusing on the fostering of sustainable development, public-private partnerships and gender and women's empowerment as cross-cutting priorities in all our areas of work. The SDG Fund aims to act as a bridge in the transition from MDGs to SDGs providing concrete experiences on how to achieve a sustainable and inclusive world as part of 'Agenda 2030 for Sustainable Development'.

#### The SDG-F Monitoring and Evaluation Strategy

A result-oriented monitoring and evaluation (M&E) strategy is under implementation to track and measure the overall impact of this instrumental contribution to multilateralism. The SDG-F M&E strategy is based on the principles and standards of United Nations Evaluation Group (UNEG) and the Development Assistance Committee of the Organization for Economic Co-operation and Development (OECD/DAC) regarding evaluation quality and independence. The strategy builds on the information needs and interests of the different stakeholders while pursuing a balance between their accountability and learning purposes. The strategy's main objectives are:

1. To support joint programmes to attain development results.
2. To determine the worth and merit of joint programmes and measure their contribution to the SDG-F objectives, SDGs, Paris Declaration and Delivering as One.
3. To obtain and compile evidence-based knowledge and lessons learned to scale up and replicate successful development interventions.

Under the SDG-F strategy and Programme Implementation Guidelines, each programme team is responsible for designing an M&E system, establishing baselines for (quantitative and qualitative) indicators and conducting a final evaluation with a summative focus. The Joint Programme on Rural Women's economic empowerment (JP RWEE) was launched in 2012 as a five-year global Joint Programme to support a result oriented collaborative effort among the Food and Agriculture Organization (FAO), International Fund for Agricultural Development (IFAD), United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) and the World Food Programme (WFP) to promote the economic empowerment of rural women in seven countries, namely, Ethiopia, Guatemala, Kyrgyzstan, Liberia, Nepal, Niger and Rwanda. Since 2015, the Joint Programme "Accelerating Progress towards the Economic Empowerment of Rural Women" (RWEE) is being implemented in Ethiopia by the Government of Ethiopia (GoE), mainly with the Ministry of Women and Children Affairs (MoWCA), Ministry of Agriculture and Natural Resources (MoANR), Ministry of Finance and Economic Cooperation (MoFEC), Federal Cooperative Promotion Agency (CPA) and their regional counterparts in partnership with UN Women, IFAD, WFP, and FAO and coordinated by UN Women and MoWCA. JP RWEE in

Ethiopia has been developed as a separate and differentiated component of the United Nations Joint Flagship Programme on Gender Equality and Women's Empowerment (JP GEWE) implemented by GoE.

The JP RWEE was also developed by leveraging on the comparative advantages and institutional strengths of FAO, IFAD, UN Women and WFP to generate more sustainable and wider-scale improvements in women's livelihoods. UN Women brings in technical expertise on gender mainstreaming in all interventions, including planning and supporting community mobilization on women's rights through gender sensitization, running of community conversations by engaging male in the process and also using the HeForShe strategy, and its extensive experience on enhancing women's economic leadership development through business development services and provision of time and labour-saving technologies and promoting gender-sensitive policies, strategies, programmes and institutions. WFP's rich experience in enhancing the income, agricultural production and markets of smallholder/low-income farmers; FAO's experience in agricultural research and in establishing seed producers' cooperatives, enabling production of a significant amount of quality seed of different crops is value addition for the programme success.

### **Background Ethiopia**

Rural women play a key role in the development of Ethiopian Economy, providing a considerable proportion of agricultural labour force, playing a key role in food production and nutrition, and performing most of the unpaid care work, thereby supporting reproduction of the Ethiopian society. In Ethiopia, the majority of farmers are smallholders (rural women and men), dependent on subsistence agriculture and who are extremely vulnerable to external shocks such as drought and other natural disasters.

On average, rural women farmers perform up to 75 per cent of farm labour but they only hold 18.7 per cent of agricultural land and head 20.1 per cent of rural households. Their farms are smaller than men's (0.9 Ha in comparison to 1.03 Ha) and produce 35 per cent less per hectare due to lower levels of input use and less access to extension services.<sup>18</sup> Despite the various policy initiatives to strengthen the position of women in the agricultural sector, rural women still have restricted access to agricultural inputs, fertilizers, finance, credit, extension services, technology and information that limit their contribution to household food security, improved income and the efficiency of the agricultural sector in the country. Besides, agriculture in Ethiopia continues to be very rain dependent, with irregular rain, making about one third of the population chronically food insecure. Rural women's vulnerability to shocks, particularly droughts and their consequences such as food price increases, food shortages and livestock disease outbreaks, is aggravated by competition over resources and inter-clan rivalries. For instance, the drought strike in 2015 due to El Niño has also affected the 2016 harvest of the country. The impact of the drought is most severe for vulnerable households living in the pastoral areas of lowlands and the high-density parts of highlands that make rural women farmers more prone to the consequences of poverty, food insecurity and lack of nutrition.<sup>19</sup>

Having recognized the disadvantaged status of rural women, the United Nations Committee on the Elimination of Discrimination Against Women in its Concluding Observations to the Fourth Periodic Report have called upon the state of Ethiopia to: take measures to combat poverty among rural women including effective measures to ensure rural women's access to justice, education, housing, safe drinking water, sanitation, formal employment, skills development and training opportunities, income-generating opportunities and micro-credits, and

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<sup>18</sup> FAO (2011). The State of Food and Agriculture 2010-11: Women in Agriculture. Rome: Food and Agriculture Organization

<sup>19</sup> <http://www.ruralpovertyportal.org/country/home/tags/ethiopia>

ownership and use of land, taking into account their specific needs; and ii. to ensure the participation of rural women in decision-making processes at the community level on an equal basis with men. Empowering rural women is key not only to the well-being of individuals, families and rural communities, but also to overall economic productivity, given women's large presence in the agricultural workforce of Ethiopia. The barriers which prevent this to happen need to be urgently removed in order to leverage development benefits of women's engagement in national economic development of Ethiopia. These objectives are in line with the SDG targets on poverty reduction (SDG 1), food security (SDG 2), women's empowerment (SDG 5), and inclusive and sustainable economic growth, employment and decent work (SDG 8).

### **JP RWEE in Ethiopia**

In Ethiopia, JP RWEE was officially commenced on 14 November 2014 and it is scheduled for completion on 30 April 2020. Its overall budget is USD 3,188,25621. The JP RWEE aimed at accelerating the progress towards economic empowerment of rural women (farmers and pastoralists) in two pilot regions (Afar and Oromia) with an overall goal of securing their livelihoods and rights in the context of the Sustainable Development Goals (SDGs) and in line with Ethiopia's Growth and Transformation Plan (GTP I & II). The Joint Programme has the following four key outcomes:

#### **Outcome 1. Rural women improve their food security and nutrition**

- Output 1.1. Rural women have increased access to and control over resources, assets and services critical for their food and nutrition security
- Output 1.2 Rural women's and their household's nutritional status improved

#### **Outcome 2. Rural women increase their income to sustain their livelihoods**

- Output 2.1 Women's increased capacity to produce goods with diversified access to local markets
- Output 2.2 Rural women access to holistic income-generating facilities and to gender-sensitive financial and non-financial services increased
- Output 2.3 Rural women increased their knowledge and incorporate acquired skills on financial literacy, entrepreneurship and sustainable agriculture techniques
- Output 2.4 Rural women have increased access to productive resources and services (land and agricultural inputs and technologies)

#### **Outcome 3. Rural women strengthen their voice in decisions that affect their lives**

- Output 3.1 Rural women confidence and leadership skills built to fully participate in family matters, rural institutions, cooperatives and unions

#### **Outcome 4 Gender responsive policy and institutional environment for women's economic empowerment.**

- Output 4.1. Agriculture key stakeholders, including relevant government bodies, capacity enhanced to conduct gender analysis and integrate gender sensitive indicators and targets in planning and budgeting

### **Context of Targeted Regions**

The JP RWEE is implemented in four districts of two pilot regions, Oromia and Afar. Oromia regional state, which stretches over the largest part of the country is the most populous state. Administratively the Oromia Regional

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<sup>20</sup> This is based on the approved no cost extension from SDG Fund

<sup>21</sup> From governments of Sweden (USD1,442,774), Spain (USD 1,500,000) and Norway (USD245,482)

State consists of 12 administrative zones and 180 districts of which RWEE JP targeted only three namely Dodola, Yaya Gulele, Adamitulu Jiddo Kombolcha. The foundation of the region's economy is agriculture providing employment for an estimated 89 percent of the population and accounts for about 65 percent of the region's gross domestic product. Exports of agricultural products originating in Oromia, such as coffee, hides and skins, pulses and oil seeds make up the lion's share of the country's exchange earnings. However, agricultural productivity is constrained by several factors including traditional farming methods, natural resources degradation and limited use of modern technologies. On the other hand, Afar regional state, which is in the eastern part of Ethiopia, consists of 5 administrative zones, 29 districts, out of which the Project targets one District called Dubti. The region is the origin of human species, where a 4.4 million years old humanoid is recently discovered. The population of Afar combine pastoralism with farming, rearing camels, cattle, goats, sheep and donkeys. Agriculture in the region is primarily on the production of maize, beans, sorghum, papaya, bananas, and oranges. In addition, cotton and salt are also produced and are common occupations in the region. The region is most challenged in Ethiopia and the most vulnerable to drought and climate change in the country.

### **Targeted Beneficiaries**

The JP RWEE targeted 2,000 rural women (farmers and pastoralists) in two pilot regions (Afar and Oromia) (an extending to over 30,000 people – husbands, children and community members). The 1,600 rural women were targeted from six Rural Saving and Credit Cooperatives (RUSACCOs) of three districts (Yayagulele, Adamitulu Jidokombolcha and Dodola) of Oromia Region. The remaining 400 rural women were targeted from four RUSACCOs established in Dubti District of Afar region. The JP RWEE has also targeted 26 government institutions (MoWCA, MoANR, CPA, Bureau of Women and Children Affairs (BoWCA), Bureau of Agriculture and Natural Resources (BoANR), Bureau of Pastoralist and Agricultural Development (BoPAD) and their zonal and district counterparts as the direct programme implementing partners and to build their institutional capacities for women economic development) and policy decisions. Within these institutions, 780 senior government officials (policy makers), experts and development partners were also targeted to promote gender-responsive rural polices/legal frameworks, provide gender-responsive financial and non-financial services and ensure the participation and benefit of rural women from ongoing government initiatives and development programmes and projects.

### **Governance and Coordination Mechanisms/structures**

The JP RWEE has a national governance structure composed by the High-level Steering Committee (HLSC) responsible to provides oversight of the United Nations Development Assistance Framework (UNDAF) more generally and which exists as the apex of the local governance structure. It is co-chaired by the United Nations Resident Coordinator (UNRC) and the State Minister of MoFEC.

Part of JP RWEE governance structure is the Programme Management Committee (PMC) which is expected to benefit the programme through its overall supervision and strategic guidance. It is co-chaired by the Minister of MoWCA and UN Women in its role as the JP RWEE lead agency. The PMC comprises of MoFEC, MoWCA, representatives (Heads of Agencies or Deputies) from the participating United Nations agencies and representative from the United Nations Resident Coordinator's Office (RCO) and the representatives of development partners that contribute to the programme. The national Technical Working Group (TWG) is responsible for the planning, implementation, operational coordination, monitoring and reporting. The TWG is comprised of the technical level representatives of FAO, IFAD, UN Women WFP, MoFEC, MoWCA, the Gender Directorates of MoANR, CPA, and from the Afar and Oromia Bureaus of Finance and Economic Cooperation

(BoFEC), BoWCAs, BoANR/BoPADs (short BoA), and Bureau of Cooperative Promotion Agency (BoCPA). Like the PMC the TWG is also co-chaired by the designated official of MoWCA and UN Women.

In addition to the above-mentioned structures, regional and district level steering committees and TWGs were also functioning to ensure the regional and district level coordination of JP RWEE in both regions. The regional steering committee are comprised of the heads of regional bureaus (BoWCA, BoFEC, BoA, BoCPA) participating in the JP and are chaired by BoWCAs and co-chaired by BoFECs of the two regions. The district level steering committee are also comprised of the heads of the district administration, heads of district level offices participating in the JP and district finance and economic development. The district level steering committees are chaired by the district administrations and co-chaired by head of BoWCAs of the two regions. The regional TWGs are comprised of the focal persons of the regional bureaus (BoWCA, BoFEC, BoA, BoCPA) participating in the Joint Programme, the chair of the district level steering committee and are chaired by focal persons of the BoWCAs and co-chaired by BoFECs of the two regions. Finally, the district level TWGs are comprised of the focal persons of the district level offices participating in the Joint Programme and district finance and economic development. The district TWGs are chaired by the district BoWCAs of the two regions.

## 2. PURPOSE OF EVALUATION

The JP RWEE final evaluation is scheduled in line with the programme's M&E plan agreed with SDG Fund and accordingly, the main purposes of this final evaluation are the following:

### Accountability:

- Provide credible and reliable judgements on the programmes' results, including in the areas of programme design, implementation, impact on beneficiaries and partners, and overall results.
- Provide high quality assessments accessible to a wide range of audiences, including SDG Fund, donors, UN Women, FAO, WFP, IFAD, women's rights and gender equality organizations, government agencies, peer multi-lateral agencies, and other actors.

### Learning:

- Identify novel/unique approaches to catalyse processes toward the development of rural women and gender equality commitments.
- Identify approaches and methodologies that are effective in meaningfully and tangibly advancing rural women's economic and political empowerment.
- Improved evidence-based decision making:
- Identify lessons learned from the JP RWEE implementation in order to influence policy and practice at national, regional and global levels.
- Inform and strengthen participating United Nations and government agencies' planning and programming by providing evidence-based knowledge on what works, why and in what context.

## 3. SCOPE OF THE EVALUATION AND SPECIFIC OBJECTIVES

The final evaluation will focus on measuring development results and potential impacts generated by the joint programme, based on the scope and criteria included in these terms of reference. This will enable conclusions and recommendations for the joint programme to be formed within a period between four to six months. The unit of analysis or object of study for this evaluation is the JP RWEE, understood to be the set of components, outcomes, outputs, activities and inputs that were detailed in the programme document and in associated modifications made during implementation. The geographic area of intervention evaluated are two Kebeles namely: Boyna and Asboda in Dubti District of Afar and six Kebeles namely: Abune germama and Aneno shesho

Kebeles of Adam Tulu Jido Kombolcha District, Nonona chemeri and Eluna Dire Kebeles of Yaya Gulele district and Wabe burkitu and Buura Adele Kebele of Dodola district of Oromia Region.

The evaluation's overall objectives will be to:

- Measure the extent to which the JP RWEE has fully implemented its activities, delivered outputs and attained outcomes, specifically measuring development results;
- Generate substantive evidence-based knowledge on inclusive economic growth, food security and nutrition according to SDG-F sectoral policy goals, and gender equality and women's empowerment by identifying the best practices and lessons learned that could be useful to other development interventions at the national (scale up) and international levels (replicability);
- Make recommendations for possible replications of the best practices and the concrete results achieved in the programme period.

The specific objectives of the final evaluation will be to:

- Measure the extent to which the JP RWEE has contributed to resolving the needs and problems identified in the design phase as stated in the result framework.
- Measure the JP RWEE's degree of implementation, efficiency and quality delivered on outputs and outcomes against what was originally planned or subsequently officially revised.
- Measure the extent to which the JP RWEE has attained development results for the targeted population, beneficiaries, and participants, whether individuals, communities or institutions, etc.
- Measure the JP RWEE's contribution to the objectives set in the respective specific SDG-F sectoral policy goals as well as the overall SDG fund objectives at local and national levels (accelerating progress towards realization of SDGs) compliance with the Paris, Accra and Busan commitments, UN system's ability to deliver results in an integrated and multidimensional manner and supporting transformational change).
- Identify and document substantive lessons learned and good practices on the specific results, policy goals and objectives with the aim to support the sustainability of the JP RWEE or some of its components.

#### 4. EVALUATION QUESTIONS, LEVELS OF ANALYSIS AND EVALUATION CRITERIA

Following the UN Women Evaluation Policy and United Nations Evaluation Group guidelines, the evaluations will be organized around the standard OECD evaluation criteria, which are relevance, efficiency, ownership, effectiveness, impact and sustainability of the programmes. The evaluation must also integrate gender and human-rights perspectives throughout each of these areas of analysis and within its methodology. This is particularly important to understand and assess programmes addressing complex, intersectional issues in women's rights. The questions are grouped according to the criteria to be used in assessing and answering them. These criteria are, in turn, grouped according to the three levels of the programme. The evaluation should be answering the following questions:

##### Design level

**Relevance: The extent to which the objectives of a development intervention are consistent with the needs and interest of the people, the needs of the country and the SDGs.**

- To what extent was the design and strategy of the JP RWEE relevant (assess including link to SDGs, UNDAF, GTP II, Paris, Accra and Busan commitments, stakeholder participation, national ownership design process)?
- What are the main strategic components of the programme? How do they contribute and logically link to the planned outcomes? How well do they link to each other?
- Do the activities and strategies address the problems identified?

- Are the planned outputs and results relevant and realistic for the situation on the ground?
- Was a gender analysis conducted during the UNDAF or the development of the JP RWEE. If undertaken, did the gender analysis offer quality information on underlying causes of inequality to inform the JP?
- Is the intervention logic coherent and realistic, considering the phases of the programme from joint programming towards a joint programme? What needs to be adjusted? (refer to the programme Results Matrix)
- To what extent was this programme designed, implemented, monitored and evaluated jointly?
- To what extent was joint programming the best option to respond to development challenges stated in the programme document?
- How strategic are partners in terms of mandate, influence, capacities and commitment? To what extent had implementing partners added value to solve the development challenges stated in the programme document?
- To what extent did the joint programme have a useful and reliable M&E strategy that contributed to measure development results? How appropriate and useful are the indicators described in the programme document in assessing the programme's progress? Are the targeted indicator values realistic and can they be tracked? If necessary, how should they be modified to be more useful? Are the means of verification for the indicators appropriate?
- To what extent did the joint programme have a useful and reliable Communication and Advocacy strategy?

#### **Process level**

**Efficiency: Extent to which resources/inputs (funds, time, human resources, etc.) have been turned into results.**

- To what extent was the JP RWEE's management model (i.e. instruments, economic, human and technical resources, organizational structure, information flows, decision-making in management) efficient in comparison to the development results attained?
- To what extent was the implementation of a joint programme intervention more efficient in comparison to what could have been through a single agency's intervention?
- Have JP RWEE's governance and coordination structure, managerial support and coordination mechanisms effectively supported the delivery of the JP RWEE?
- To what extent and in what ways did the JP RWEE increase or reduce efficiency in delivering outputs and attaining outcomes?
- Is the programme cost-effective, i.e. could the outcomes and expected results have been achieved at lower cost through adopting a different approach and/or using alternative delivery mechanisms?
- What measures have been taken during planning and implementation to ensure that resources were efficiently used?
- What type of work methodologies, financial instruments, and business practices have the implementing partners used to increase efficiency in delivering as one?
- Have the outputs been delivered in a timely manner?
- Are there sufficient resources (financial, time, people) allocated to integrate human rights and gender equality in the design, implementation, monitoring and evaluation of the JP RWEE?
- Were there any constraints (e.g. political, practical, and bureaucratic) to addressing human rights and gender equality efficiently during implementation? What level of effort was made to overcome these challenges?

**Ownership in the process: Effective exercise of leadership by the country's national/local partners in development interventions.**

- To what extent did the targeted population, citizens, participants, local and national authorities make the programme their own, taking an active role in it? What modes of participation (leadership) have driven the process?
- Have the stakeholders taken ownership of the programme concept?
- To what extent and in what ways has ownership or the lack of it, impacted in the efficiency and effectiveness of the JP RWEE?
- To what extent did the JP RWEE promote shared private and public responsibility for development?
- To what extent did the JP RWEE promote and create networks to develop alliances between public and private?

### Results level

#### **Effectiveness: Extent to which the objectives of the development intervention have been achieved.**

- What has been the progress made towards achievement of the expected outcomes and expected results? What are the results achieved?
- What are the reasons for the achievement or non-achievement?
- To what extent and in what way did the JP RWEE contribute:
  1. To the SDGs at the local and national levels?
  2. To the Paris Declaration, specifically the principle of national ownership?
  3. To the goals of Delivering as One at country level?
- To what extent are the targeted rural women participating in and benefitting from the JP RWEE?
- What are the changes produced by the programme on legal and policy frameworks at the national and regional level?
- To what extent did the joint programme help to increase stakeholder/citizen dialogue and or engagement on development issues and policies?
- To what extent have capacities of government participating organizations, gender equality advocates and women institutions been strengthened because of the JP RWEE?
- Have any good practices, success stories, lessons learned or transferable examples been identified? Please describe and document them.

#### **Sustainability: Probability of the benefits of the intervention continuing in the long term.**

- What is the likelihood that the benefits from the JP RWEE will be maintained for a reasonably long period of time if the programme was to cease?
- To what extent have the JP RWEE decision-making bodies and implementing partners undertaken the necessary decision and course of actions to ensure the sustainability of the effects of the JP RWEE?
- Is JP RWEE supported by national/local institutions? Do these institutions demonstrate leadership commitment and technical capacity to continue to work with the JP RWEE or replicate it? Have operating capacities been created and/or reinforced in national partners?
- Do the implementing government partners have the financial capacity to maintain the benefits from the JP RWEE?
- Are requirements of national ownership satisfied?
- To what extent will the JP RWEE be replicable or scaled up at national or local levels?
- To what extent did the JP RWEE align itself with the National Development Strategies (GTP II, etc.) and/or UNDAF?
- To what extent did the JP RWEE mainstream environment and climate change to ensure environmental sustainability?



**Impact:**

- What are the positive and negative changes produced directly or indirectly by the JP RWEE on the opportunities of rural women, and on the socioeconomic conditions of their families and localities?
- To what extent can the changes occurred as a result of the JP RWEE be identified and measured?
- To what extent can the identified changes be attributed to the programme?
- What is the evidence that the JP RWEE enabled the rights-holders (rural women) to claim their rights more successfully and the duty-bearers (government institutions) to perform their duties more efficiently?
- To what extent have power balances in the targeted communities shifted towards greater gender equality?

**5. METHODOLOGICAL APPROACH**

The evaluation will use methods and techniques as determined by the specific needs of information, the questions set out above, the availability of resources and the priorities of stakeholders. The consultants are expected to identify and utilize a wide range of information sources for data collection (documents, filed information, institutional information systems, financial records, monitoring reports) and key informants (beneficiaries, staff, funders, experts, government officials and community groups). The consultant is also expected to analyze all relevant information sources and use interviews and focus group discussions as means to collect relevant data for the evaluation, using a mixed-method approach that can capture qualitative and quantitative dimensions. To document some key individual and sub-group level results, it is also imperative to design a data collection tool that helps to identify the most significant result. The methodology and techniques (such as a case study, sample survey, etc.) to be used in the evaluation should be described in detail in the inception report and in the final evaluation report and should be linked to each of the evaluation questions in the Evaluation Matrix. When applicable, a reference should be made regarding the criteria used to select the geographic areas of intervention that will be visited during the mission.

The methods used should ensure the involvement of the main stakeholders of the JP RWEE. Targeted rural women and participating government organizations/the national, regional and district level JP RWEE governance structures should be involved in meetings, focus group discussions and consultations where they would take part actively in providing in-depth information about how the JP RWEE was implemented, what has been changed in their status and how the JP RWEE helped bring changes in their livelihoods. The evaluator will develop specific questionnaires pertinent to specific groups of stakeholders and their needs and capacities (for example, illiteracy needs to be factored in, or language barriers). When appropriate, audio-visual techniques could be used to capture the different perspectives of the population involved and to illustrate the findings of the evaluation.

The evaluation will be carried out following the UNEG Norms and Standards (see <http://www.uneval.org/>), UN Women Evaluation Policy as well as the Ethical Guidelines for evaluations in the United Nations system.<sup>5</sup> In line with norms and standards a management response will be prepared for this evaluation as practical means to enhance the use of evaluation findings and follow-up to the evaluation recommendations. The management response will identify who is responsible, what are the action points and the deadlines.

**6. EVALUATION DELIVERABLES AND TIMELINE**

The evaluation will cover from the period of conceptualization and design to the moment when the evaluation is taking place. The consultants are responsible for submitting the following deliverables:

Deliverable	Description	Due date	Payment schedule
Inception Report	<p>This report will be completed after initial desk review of programme documents. It will be maximum 7 pages in length and will include:</p> <ul style="list-style-type: none"> <li>• Introduction</li> <li>• Background to the evaluation: objectives and overall approach</li> <li>• Identification of evaluation scope</li> <li>• Main substantive and financial achievements of the programme</li> <li>• Description of evaluation methodology/methodological approach (including considerations for rights-based and gender-responsive methodologies), data collection tools, data analysis methods, key informants, an Evaluation Questions Matrix, Work-plan and deliverables</li> <li>• Criteria to define the mission agenda, including “field visits”</li> </ul> <p>This report will be used as an initial point of agreement and understanding between the consultant and the evaluation manager and reference group</p>		20%
Draft Evaluation Report	<p>The draft report will contain the same sections as the final report and will be 20-30 pages in length. This report will be shared with UN Women who will then share it among the reference group (including TWG) for their comments and suggestions. It will also contain an executive report of no more than 2 pages that includes a brief description of the joint programme, its context and current situation, the purpose of the evaluation, its methodology and its main findings, conclusions and recommendations</p>		
Incorporate the first comment and produce PowerPoint presentation of preliminary findings to RG	It will be presented after field work is completed	TBD	30%
Final Evaluation Report after incorporating the	<p>It will be maximum 30 pages in length and will include:</p> <ul style="list-style-type: none"> <li>• Cover Page</li> <li>• Executive summary (maximum 2 pages)</li> <li>• Programme description</li> <li>• Evaluation purpose and intended audience</li> <li>• Evaluation methodology (including constraints and limitations on the study conducted)</li> <li>• Evaluation criteria and questions</li> <li>• Findings and Analysis</li> </ul>	<p>Initial draft: TBD</p> <p>Final approval: TBD</p>	50% paid after validation by Reference Group

feedback from the presentation	<ul style="list-style-type: none"> <li>• Conclusions</li> <li>• Recommendations (prioritized, structured and clear)</li> <li>• Lessons Learnt</li> <li>• Annexes, including interview list (without identifying names for the sake of confidentiality/anonymity) data collection instruments, key documents consulted, TOR, RG members, etc.</li> </ul> <p>An executive summary will include a brief description of the programme, its context and current situation, the purpose of the evaluation, its intended audience, its methodology and its main findings, conclusions and recommendations. The Executive Summary should “stand alone” and will be translated to ensure access by all stakeholders if needed. A draft final report will be shared with the evaluation RG for final validation</p>		
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## 7. EVALUATION REPORT QUALITY STANDARDS

The following UNEG standards should be considered when writing all evaluation report<sup>6</sup>:

1. The final report should be logically structured, containing evidence-based findings, conclusions, lessons and recommendations and should be free of information that is not relevant to the overall analysis (S-3.16). <sup>22</sup>
2. A reader of an evaluation report must be able to understand: the purpose of the evaluation; exactly what was evaluated; how the evaluation was designed and conducted; what evidence was found; what conclusions were drawn; what recommendations were made; what lessons were distilled. (S-3.16)
3. In all cases, evaluators should strive to present results as clearly and simply as possible so that clients and other stakeholders can easily understand the evaluation process and results. (S-3.16)
4. The level of participation of stakeholders in the evaluation should be described, including the rationale for selecting that particular level. (S-4.10)
5. The Executive Summary should “stand alone”, providing a synopsis of the substantive elements of the evaluation. The level of information should provide the uninitiated reader with a clear understanding of what was found and recommended and what was learned from the evaluation. (see Outline in Annex 2 for more details). (S-4.2)
6. The joint programme being evaluated should be clearly described (as short as possible while ensuring that all pertinent information is provided). It should include the purpose, logic model, expected results chain and intended impact, its implementation strategy and key assumptions. Additional important elements include: the importance, scope and scale of the joint programme; a description of the recipients/ intended beneficiaries and stakeholders; and budget figures. (S-4.3)
7. The role and contributions of the UN organizations and other stakeholders to the joint programme being evaluated should be clearly described (who is involved, roles and contributions, participation, leadership). (S-4.4)

<sup>22</sup> See UNEG Guidance Document “Standards for Evaluation in the UN System”, UNEG/FN/Standards (2005). [http://www.uneval.org/papersandpubs/documentdetail.jsp?doc\\_id=22](http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=22)

8. In presenting the findings, inputs, outputs, and outcomes/ impacts should be measured to the extent possible (or an appropriate rationale given as to why not). The report should make a logical distinction in the findings, showing the progression from implementation to results with an appropriate measurement (use benchmarks when available) and analysis of the results chain (and unintended effects), or a rationale as to why an analysis of results was not provided. Findings regarding inputs for the completion of activities or process achievements should be distinguished clearly from outputs, outcomes. (S-4.12)

9. Additionally, reports should not segregate findings by data source. (S-4.12)

10. Conclusions need to be substantiated by findings consistent with data collected and methodology and represent insights into identification and/ or solutions of important problems or issues. (S-4.15)

11. Recommendations should be firmly based on evidence and analysis, be relevant and realistic, with priorities for action made clear. (S-4.16)

12. Lessons, when presented, should be generalized beyond the immediate subject being evaluated to indicate what wider relevance they might have. (S-4.17)

## **8. KEY ROLES AND RESPONSIBILITIES IN THE EVALUATION PROCESS**

There will be three main actors involved in the implementation of SDG-F final evaluations:

1. UN Women Ethiopia Country Office, as the lead agency of the JP RWEE will serve as the commissioner of the final evaluation and in collaboration with the JP RWEE TWG members will have the following functions:

- Lead the evaluation process throughout the three main phases of a final evaluation (design, implementation and dissemination);
- Convene the evaluation reference group;
- Lead the finalization of the evaluation ToR;
- Coordinate the selection and recruitment of the evaluation team through applying a fair, transparent, and competitive process;
- Ensure the evaluation products meet quality standards (in collaboration with the SDG-F Secretariat);
- Provide clear specific advice and support to the evaluation manager and the evaluation team throughout the whole evaluation process;
- Connect the evaluation team with the wider programme unit, senior management and key evaluation stakeholders, and ensure a fully inclusive and transparent approach to the evaluation;
- Take responsibility for disseminating and learning across evaluations on the various joint programme areas as well as the liaison with the National Steering Committee;
- Safeguard the independence of the exercise, including the selection of the evaluation team.

2. The Programme Coordinator as the evaluation manager will have the following functions:

- Contribute to the finalization of the evaluation ToR;
- Provide executive and coordination support to the reference group;
- Provide the evaluators with administrative support and required data;
- Liaise with and respond to the commissioners of evaluation;
- Connect the evaluation team with the wider programme unit, senior management and key evaluation stakeholders, and ensure a fully inclusive and transparent approach to the evaluation;
- Review the inception report and the draft evaluation report(s);
- Ensure that adequate funding and human resources are allocated for the evaluation.

3. The Programme Management Committee will function as the evaluation reference group, set up in line with UNEG norms and standards, to serve as sounding board and consultative body to ensure an efficient, participatory and accountable evaluation process and facilitate the participation of stakeholders enhancing the use of the evaluation findings. The reference group will be composed of representatives from the main government counterparts i.e. MoWCA, MoFEC, MoANR, and representatives from the four implementing United Nations agencies (FAO, UN Women, WFP, and IFAD), RCO and the funder (secretariat of SDG Fund).

- Identifying information needs, customizing objectives and evaluation questions and delimiting the scope of the evaluation (ToR);
- Providing input on the evaluation planning documents;
- Monitoring the quality of the process and the documents and reports generated to enrich these with inputs and ensure that they address their interests and needs for information about the intervention;
- Facilitating the participation of those involved in the evaluation design;
- Identifying information needs, defining objectives and delimiting the scope of the evaluation;
- Providing input and participating in finalizing the evaluation Terms of Reference;
- Facilitating the evaluation team's access to all information and documentation relevant to the intervention, as well as to key actors and informants who should participate in interviews, focus groups or other information-gathering methods; Developing and implementing a management response according to the evaluation's recommendations;
- Disseminating the results of the evaluation, especially among the organizations and entities within their interest group.

4. The SDG-F Secretariat will function as a quality assurance member of the evaluation, in cooperation with UN Women, and will have the following functions:

- Review and provide advice on the quality of the evaluation process as well as on the evaluation products (comments and suggestions on the adapted ToR, draft reports, final report of the evaluation) and options for improvement.

5. The evaluation team will conduct the evaluation study by:

- Fulfilling the contractual arrangements in line with the ToR, UNEG/OECD norms and standards and ethical guidelines; this includes developing an evaluation matrix as part of the inception report, drafting reports, and briefing the commissioner and stakeholders on the progress and key findings and recommendations, as needed.
- The evaluation consultant will be responsible for his/her own office space, administrative and secretarial support, telecommunications, and printing of documentation. The evaluation consultant will be also responsible for the implementation of all methodological tools such as surveys and questionnaires.
- The evaluation consultant will provide inputs for the reference group to design a complete dissemination plan of the evaluation findings, conclusions and recommendations with the aim of advocating for sustainability, scaling-up, or sharing good practices and lessons learnt at local, national or/and international level.

### **Accountability**

UN Women, MoWCA and Afar and Oromia regional BoWCAs will be accountable for coordination of stakeholders involved, organizing field-visits, focus groups, providing translator/interpreter and other logistical issues while FAO, UN Women and WFP will provide technical support. They will give approval for the final evaluation report.

## 9. USE AND UTILITY OF THE EVALUATION

Final evaluations are summative exercises that are oriented to gather data and information to measure the extent to which development results have been attained. However, the utility of the evaluation process and products should go far beyond what was said by programme stakeholders during the field visit or what the evaluation team wrote in the evaluation report. The momentum created by the evaluations process (meetings with government, donors, beneficiaries, civil society, etc.) it's the ideal opportunity to set an agenda for the future of the programme or some of their components (sustainability). It is also excellent platforms to communicate lessons learnt and convey key messages on good practices, share products that can be replicated or scaled-up at the country and international level. The commissioner of the evaluation, the reference group, the evaluation manager and any other stakeholder relevant for the joint programme will jointly design and implement a complete plan of dissemination of the evaluation findings, conclusions and recommendations with the aim of advocating for sustainability, replicability, scaling-up, or sharing good practices and lessons learned at local, national or/and international level.

## 10. ETHICAL PRINCIPLES AND PREMISES OF THE EVALUATION

The evaluation of the program is to be carried out according to ethical principles and standards established by UNEG.

- Anonymity and confidentiality. The evaluation must respect the rights of individuals who provide information, ensuring their anonymity and confidentiality.
- Responsibility. The report must mention any dispute or difference of opinion that may have arisen among the consultants or between the consultant and the heads of the Programme related to findings and/or recommendations. The team must corroborate all assertions, or disagreement with them noted.
- Integrity. The evaluator will be responsible for highlighting issues not specifically mentioned in the ToR, if this is needed to obtain a more complete analysis of the intervention.
- Independence. The consultant should ensure his or her independence from the intervention under review, and he or she must not be associated with its management or any element thereof.
- Incidents. If problems arise during the fieldwork, or at any other stage of the evaluation, they must be reported immediately to the manager of the evaluation. If this is not done, the existence of such problems may in no case be used to justify the failure to obtain the results stipulated in these terms of reference.
- Validation of information. The consultant will be responsible for ensuring the accuracy of the information collected while preparing the reports and will be ultimately responsible for the information presented in the evaluation report.
- Intellectual property. In handling information sources, the consultant shall respect the intellectual property rights of the institutions and communities that are under review.
- Delivery of reports. If delivery of the reports is delayed, or if the quality of the reports delivered is clearly lower than what was agreed, the penalties stipulated in these terms of reference will be applicable.

## 11. QUALIFICATIONS OF THE CONSULTANT/TEAM OF CONSULTANTS

The assignment will be managed by a lead consultant who will be responsible to have team members with diversified educational backgrounds and key experiences relevant to this specific evaluation as indicated below:

Academic:

- A Masters or higher-level degree in Agricultural Economics, Gender Studies, and Programme Budget and Finance management and other relevant field related to rural economic development.
- A special training in Monitoring and Results-Based Management is considered an asset.

Experience:

- At least 7 years' experience in conducting evaluations of similar development programme related to local development, rural women's economic empowerment / gender equality and women's empowerment programs and with a team comprised of the above educational qualifications.
- Substantive experience in evaluating programmes and projects with a strong gender focus is preferred.
- Experience in working in the targeted Oromia and Afar Regional States is preferred.
- Experience in undertaking gender-sensitive evaluations.
- Ability to manage and supervise evaluation teams and ensure timely submission of quality evaluation reports.
- Proven experiences of previous work, especially in leading complex gender-responsive evaluations of programmes e.g. of United Nations Joint Programmes, Delivering as One, etc.
- Language Requirements:
- Excellent English writing and communication skills are required
- Working knowledge in Afan Oromo and Afar official languages is strongly preferred. Consultants without these languages skills are encouraged to partner with other local consultants with the language and educational qualification specified above.

Required competencies:

- Knowledge of issues concerning women in agriculture, local and international policy and legal frameworks, women's rights and gender equality;
- Specific knowledge in food security, nutrition, economic empowerment, cooperative management and gender mainstreaming;
- Excellent facilitation and communication skills;
- Ability to deal with multi-stakeholder groups;
- Ability to write focused evaluation reports;
- Wide experience in quantitative and qualitative data collection methods;
- Willingness and ability to travel to the different programme sites in the country;
- Ability to work in a team.

**PROPOSAL**

The consultant(s) is required to submit a proposal of maximum 3 pages, which must include the following items:

- Summary of Individual consultant's experience and background.
- List of the most relevant previous consulting projects completed, including a description of the projects and contact details for references.
- Summary of proposed methodology for the evaluation, including the involvement of the reference group and other stakeholders during each step.
- Proposed process for disseminating the results of the evaluation.
- Team structure, roles and responsibilities and time allocation if applicable.
- The following items should be included as attachments (not included in the page limit):
- Detailed work plan.
- Cover letter stating why you want to do this work, your capacity and experience and available start date.

- Detailed CV (UN Women P11) - of all the participating consultants. This can be downloaded from the UN Women website. here <http://www.unwomen.org/en/about-us/employment>
- At least three sample reports from previous consulting projects (all samples will be kept confidential) or links to website where reports can be retrieved (highly recommended).

Detailed budget: -

The budget must include all costs related to the following items:

- The consultants' time, including the time of any other team members. The day rate for the local consultant and all team members should be clearly specified.
- Transport costs, accommodation costs and per diems for the consultant and any other team members to travel to/from Addis to the targeted districts of Oromia and Afar.
- Communication costs, office costs, supplies and other materials.

Applications with the above details should be sent to Ayantu Ebba (Ayantu.ebba@unwomen.org) until latest 30 March 2018

## 12. DISSEMINATION AND COMMUNICATION STRATEGY

The final evaluation report will be uploaded to the SDG-F online global monitoring platform and thus be accessible globally and will be disseminated through other SDG-F channels. In Ethiopia, the final evaluation report will be disseminated through all members of the reference group and it will thus be ensured that all stakeholders that were involved in the implementation of the JP RWEE will be informed about the results achieved and lessons learned. In terms of sustainability, it will be especially ensured that the final findings and recommendations will be disseminated to the Government of Ethiopia, which will primarily happen through them being members of the reference group and thus being closely involved in the evaluation process from the beginning.

### Appendix 9. Adjusted Fieldwork Protocol

Under this protocol, three methods (Survey, FGD, and Interviews for case stories and key informants) of data collection will be considered. To use time efficiently, the three data collection mechanisms could be used as follows. The survey questions will be administered in the morning and will be followed by the FGDs. The survey questionnaire administration and the interviews (case stories/studies and key informant interviews) can be done simultaneously. Individuals who are selected for case stories can be given priority to fill the survey and until the rest of enumerators finish filling the survey, the case stories from each cooperative in the selected Kebeles can be recorded.

#### 1. Before going to the cooperatives in the kebeles selected

- a. Send field assistants to the kebeles and tell them the day you are coming
  - i) Call the site coordinator/ development agent in the kebeles
  - ii) Call the enumerators, who can also assemble the community together with the field assistant. It is important that the individuals with case stories are also identified ahead before field visit.
- b. Ask the field assistant to have the JP beneficiaries selected for survey, FGDs and interviews at 8am at the cooperatives office premises.
- c. Tell them they will be busy for few hours in the morning and some in the afternoon.



## 2. **Begin the Visit** – Introduction speech

- a. We are with JP RWEE (explain the project to them) .....
- b. We want to assess how the program has benefited you ....
- c. Today we are going to ask you some questions, do a group discussion and individual case story interview later.
- d. For that we need few hours with you.
- e. If you are okay with that, we want you to draw a number out of this bag & willing, the number you draw will determine if you can participate or not
- f. Please line up, pick a number, and then line up in order of the number you picked, from the selected cooperatives, the probability of being included in the survey questionnaire interview is 41 – 84.
- g. *[They pick the numbers and line up]*
- h. Those picking a number between 1 and 41 or 1 - 84, will participate in the questionnaire survey session.
- i. We only do the data collection within range of 41 - 84, we are sorry that some of you will not be able to participate today

## 3. **Doing the Survey**

- a. Make arrangements with your **6-12** farmers about where and when you will interview them in the next few hours.
- b. Find the right person with the sticker and the ink on their finger.
- c. Administer the survey in orderly manner.

## 4. **The FGD Meeting (of beneficiary women)**– Introduction speech (This FGD meeting is prepared to collect information about the results of the JP RWEE and the outcomes (its contributions and impact on beneficiaries and the institutions involved from designing to implementation). This discussion guide is used to collect data for the evaluation of the JP results and the process was determined to be participatory, consensual and confidential. The researcher assures that the information the participants (in this evaluation process) provide will be used only for this evaluation while strictly adhering to anonymity and confidentiality of their identity throughout the evaluation process and the use of information collected with at much integrity.)

- a. If not all participants (1-48) are there, send someone to look for them or call their phone numbers if they have one.
- b. Ask everyone to get in their assigned groups: blue (1-24) and yellow (35-48). This will help us to divide respondent into two groups; (i) since our FGD lists/questions are many (ii) we assign certain questions to one group & other questions to others. For instance the 1-5, FGD questions are assigned to group one (**Blue**) and 6-12 FGD questions are assigned to group two (**Yellow**).
- c. Tell all the participants:
  1. In a few minutes we will forward you some questions/information as a topic to discuss on
  2. Please fill free to give your answers, reflect your ideas on the issues we will raise
  3. Let them know how many minutes are assigned on each topic of discussion to finish the data collection on time
  4. Record the discussion on the recorder for later data analysis
- d. Send the two color groups to two different areas of the community
- e. Ask local field assistants to keep other villagers away and keep participants from talking to each other.

5. **BLUE GROUP** (forward the following questions to them)
  1. How would you describe the situation of women in your community in terms of:
    - a. Economic
    - b. Social service provision such as health, education, livelihood improvement
    - c. Rights (access to and control over resources, decision making....
  2. What changes do you see in women's lives in the issues identified above over the last five years?
  3. What/ whom do you attribute for the changes you see?
    - a. Govt support
    - b. NGO activities
  4. Have you heard about on rural women's economic empowerment program?
  5. If yes, how do you evaluate/ assess the project's contribution towards
    - a. Food security and nutrition.
    - b. Income
    - c. Decision making in the private and public arenas
    - d. Gender responsive policy and institutional environment for women's economic empowerment.
  
6. **YELLOW GROUP** (forward the following questions to them)
  - a. What problems are not addressed by the JP that women in your community are confronted with?
  - b. What do you think is the reason?
  - c. Do you participate in the project? How and when?
    - i. Project designing, implementation, monitoring and evaluation
    - ii. Partaking in different structures of the JP such as committees, taskforces...
  - d. Do you believe that the changes seen are likely to continue even without the JR's support? How do you justify this?
  - e. What do you consider as lessons that future similar interventions should pursue in trying to integrate women issues?
  - f. What do you recommend for similar interventions of this sort?
  
7. **Conclusion**
  - a. Thank you for coming today
  - b. We appreciate your time
  - c. You are a very helpful, patient, and fun community to work with
  - d. Please contact/ call to Dr. Filmon Hadaro, consultant team leader, at phone number 0916824100 if there are any issues
  
8. **Main Points to Not Forget**
  - a. Do not judge people when they are giving you answers—whatever they say is fine!
  - b. Pay attention and listen carefully
  - c. Rephrase if they do not understand
  - d. Encourage them to interpret the questions as they feel is best
  - e. When explaining any doubt or question to them phrases your words in neutral way, do not lead them to answer your ideas!
  
9. **Fieldwork Schedule and Level of Effort (consultants, field assistants and enumerators)**

Field work site	Fieldwork period	Technical support expert, field assistants & enumerators	Remarks
Yaya Gullele District (Two cooperatives)	20 Sept 2018 – 30 Sept 2018	1. Two senior consultants 2. One field assistant 3. Four enumerators	Data collected as planned
AT-JK District (Two cooperatives)	21 Sept 2018 – 30 Sept 2018	1. One senior consultant 2. One field assistant 3. Three enumerators	Data collected as planned
Dodola District (Two cooperatives)	22 Sept 2018 – 30 Sept 2018	1. One senior consultant 2. One field assistant 3. Five enumerators	Data collected as planned
Dubti District (Two cooperatives)	22 Sept 2018 – 02 October 2018	1. One senior consultant 2. One field assistant 3. Two enumerators	Data was collected as planned but the high temperature in the region, unhelpful responses from focal persons & offices were challenges for data collection team in this region.

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